



Shire of Northam  
*Heritage, Commerce and Lifestyle*

# Shire of Northam

## Long Term

## Financial Plan

## 2022 - 2033



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## Purpose of the Plan

The Shire of Northam's Long Term Financial Plan (LTFP) details the financial strategy Council has put in place to ensure delivery on its Strategic Community Plan commitments. While Council understands that the external factors change, as do priorities, this long term financial plan is based on the best information which is currently available to the Shire of Northam. Information contained in other key strategic documents, including various asset management plans and the Shire's workforce plan have informed the LTFP, which will be used as the basis for preparation of future Shire of Northam Annual Budgets.

The LTFP covers the period 2021/22 to 2032/33. There is a high level of accuracy and detail in the first 4 years of the LTFP, however it is also underpinned by a number of assumptions which have been made by the Shire of Northam. The remaining 8 years of the LTFP, while based on the available information are believed to be reflective of what may occur, should be viewed in this context as reasonable estimations.

The Shire undertakes a broad review of its Strategic Community Plan every two years and a full review is planned every four years. The next full review of the Shire of Northam Strategic Community Plan will be undertaken in 2021. This LTFP will be reviewed in conjunction with those reviews to ensure the plan remains reflective of the direction and aspirations of the Council. As Annual Budgets are developed from the LTFP there may be annual variations, these variations will be detailed in our Annual Budgets, to allow our community to track Council against its long term commitments and projections.

## Key Statistics

The following table provides a snapshot of the Shire of Northam at 2020/21:

Distance from Perth	96Kms
Area (Sq kms)	1,443 Km <sup>2</sup>
Population (est)	11,112
Number of Electors	7,325
Number of Dwellings	4,978
Total Rates Levied (2019/20)	\$10,160,528
Total Revenue (2019/20)	\$26,296,037
Number of Employees (FTE)	99

## About the Shire of Northam

The Shire of Northam is located within the picturesque Avon Valley and comprises some 1,400 square kilometres. The western Shire boundary commences 60 kilometres east of Perth, with the townsite of Northam situated a further 35 kilometres to the east.

The Shire has a diverse cultural history which is valued by its community. The Avon River is strongly linked to the Aboriginal heritage and this continues to be acknowledged. European settlement commenced in the mid 1830s, and a diverse migration over time has resulted in a vibrant community base.

Whilst the Shire of Northam has historically been considered to have a mono economy based on agriculture, its economic base has been diversifying to include tourism, retail, manufacturing, light industrial and mineral resources, as well as an expanding service industry. The Shire of Northam maintains a significant local road network, which links to the Great Eastern Highway that joins Perth with the eastern states. The town of Northam is serviced by both freight and passenger train services, as well as a bus service link to Perth.

## Our Vision

*Shire of Northam is a vibrant growing community that is safe, caring and inclusive. We are recognised as a community that values our heritage, preserves our environment and promotes our commerce.*

In order to achieve this Vision, the Council will commit to display:

- **LEADERSHIP**  
*To recognise the community's expectations to provide leadership*
- **RESPECT**  
*To respect differences in age, culture, values and opinion*
- **TEAMWORK**  
*To achieve through the efforts of the team*
- **EXCELLENCE**  
*To aspire to one standard*
- **OPENNESS**  
*To engender trust through openness*

## Our Mission

To deliver responsive, sustainable services in a manner that preserves and enhances our environment and lifestyle whilst respecting our heritage and facilitating economic growth.

In order to achieve this Mission, the Organisation will commit to being;

- **SAFE**  
Focus on importance of safety in the organisation
- **OPEN**  
Engage in two way communication, with transparency and trust
- **ACCOUNTABLE**  
Know what you are responsible for, take ownership and deliver accordingly
- **RESPECTFUL**  
Demonstrate respect for other's skills, knowledge and differing value systems

In order to deliver on our vision and mission the Shire has developed a Strategic Community plan which has five key focus areas being;

- **Governance** – To lead our community with openness, efficiency and proficiency
- **Community** – For the residents to enjoy living in a safe, caring and healthy community
- **Economy** – A prosperous community supported by diverse and sustainable industry and commerce
- **Natural Environment** – An environmentally aware and pro-active community
- **Infrastructure and Resources** – To provide an effective and efficient road network.

## Service Delivery

Over the past six years there has been a significant focus on improving service standards within the Shire of Northam. The Council has established a range of service level commitments, which have been incorporated into the various asset management plans, and which clearly articulate what the community should expect in the way of service delivery.

This increased commitment has resulted in a range of initiatives, supported by an increase in staffing levels across the organisation. Staff increases over this

time have been focused in and around the Engineering Services area, with the addition of engineering technical officers, a rural verge crew, a drainage crew, additional parks & gardens staff and a dedicated traffic management team. In saying this Council has also invested in areas such as governance, environmental health and information technology.

## Asset Management

The Shire of Northam has developed asset management plans based on the total life cycle of assets. The Asset Management Plans have assisted Council in predicting infrastructure consumption and asset renewal needs and identifies the financial requirements to renew or preserve the asset (renewal gap). This renewal gap is being addressed in the LTFP and will continue to be the focus of future annual budgets.

Funding for the renewal of assets is currently considered adequate to ensure sustainability in the longer term. However Council remains mindful of its renewal expenditure and the need to maintain the current level of projected expenditures. The asset management plans clearly indicate that while a level of expansion can be accommodated into the future, these decisions very much need to be in the context of full lifecycle costs and our ability to maintain existing assets.

## Financial Plan Considerations

### Rates

The Shire of Northam is aware of financial pressures which are currently being experienced within the community. This is being reflected by a significant increase in outstanding rates at the end of financial years. The following table summarises the trend and challenges facing the Shire.

Outstanding Rates Previous 5 Years					
Year	2015/16	2016/17	2017/18	2018/19	2019/20
Rates Outstanding	\$1,440,123	\$1,890,598	\$1,996,581	\$2,281,144	\$2,407,570
Increase/decrease per annum		\$450,475	\$105,983	\$284,563	\$126,426
<b>Total Increase 2015/16 to 2019/20</b>					<b>\$967,447</b>

High levels of outstanding rate debt can indicate a range of issues, including affordability and historically poor debt recovery processes. It has been a priority of Council to ensure that the current increasing trend is controlled

through an active debt recovery process ensuring that all possible avenues are used to receive the debt including;

- The promotion of payment plans for those residents in financial hardship
- Legal action where necessary

It is projected that the COVID-19 pandemic, and associated financial pressures this has placed on segments of the community, will add further pressure to residents' financial capacity. Council adopted a COVID-19 policy in April 2020, the policy is short-term and covers the 2020/21 financial year only. The Shire of Northam will assess the implications and outcomes of the policy and look to potentially developing a longer-term financial hardship policy to assist any members of our community are facing financial difficulties.

While there has been an increase in rate debt over the 2019/20 period, this increase has been limited largely to the equivalent of the annual penalty interest revenue. This is indicating to Council that the current debt collection strategy has started to stabilise the outstanding debt issue.

It is projected that the Shire of Northam's population growth will present opportunities as well as a range of challenges. With growth being experienced in the western 'rural residential' areas, expectations for services and facilities in areas such as Wundowie are projected to increase. This does have the potential to impact the Shire financially.

The Wundowie, Bakers Hill and Grass Valley Community Plans are fully reflected in the long term financial plan. This ensures that service and infrastructure delivery in these growing areas will be recognised and funded during the annual budget process.

The Shire of Northam also has an extensive Growth Plan for the town site of Northam. This growth plan recognises Northam as the Regional Centre for the Avon Valley and highlights the growth potential of Northam. This plan has been and will continue to be accommodated in the Council's financial planning.

Levying rate increases at, or below, CPI is considered unsustainable in the long term. The recommended LTFP model developed by the Council indicates rate increases based on 3.5% for the life of the plan, with exception of the 2021/22 year that is factored in at 2.2%. In addition to the quoted rate increase, the rate base is estimated to grow by 1% each year through until 2033 as new development in both residential and commercial properties occurs.

## **Budget Surpluses**

The Shire of Northam is aiming to adopt a 'balanced budget' each year, however this does include funds being set aside into reserves for future requirements. Of particular note is the commitment to increase the waste reserve to ensure the Council is positioned to provide for ongoing rehabilitation of the site, whilst also having funds for future site cell development.

Whilst the overall budget is focused on being 'balanced' it is the intention of Council to deliver operating surpluses of between 0% and 10%. Achieving a small operating surplus highlights that Council will generate sufficient revenues to offset asset consumption (i.e. depreciation) and providing opportunities for expansion of existing assets as previously discussed. On average and over time the Shire of Northam will also have sufficient capacity to accommodate asset renewal requirements without the need to raise additional borrowings. Without generating larger ongoing operating surpluses over time, Council will require additional borrowings to facilitate the purchase and development of additional or replacement assets.

The focus on generating small operating surplus results, also reflects the Council's desire to ensure a level of intergenerational equity. That is to say Council is of the view that if it were to generate large ongoing operating surpluses this may indicate an inter-generational inequity in its rating, pricing and service level decisions. Effectively, this would indicate that ratepayers and service recipients during times of 'large' surpluses would be paying more than the costs associated with current service provision.

## **Cost recovery of services**

Discretionary fees and charges are planned to be increased approximately by the forecast CPI (2.5%) to match estimated additional costs in service delivery. The Shire does not recover have a full cost recovery philosophy, except in the area of waste management.

## **Use of debt as finance**

The Shire of Northam currently has a level of debt which is within its financial capacity. Council recognises the importance of debt in its capital structure and has no underlying philosophy to become a debt free Council. Rather Council has a view that debt plays an important role in enabling the Shire of Northam to deliver on the expectations and aspirations of the Community. Within the current plan, Council is projecting that an additional \$1,000,000 in debt will be required around 2024/25 to assist in delivering an expansion of the community water re use scheme.

## Cash Reserves

Cash Reserves are maintained by the Shire to manage the impact of future capital expenditures in any one year. The principal capital purpose and current level of cash reserves are:

<b>Reserves Cash Backed Budget 2020/21</b>	
<b>Reserve</b>	<b>Closing Balance</b>
Employee leave reserve	\$984,584
Plant & equipment reserve	\$121,114
Refuse site reserve	\$351,310
Speedway reserve	\$151,160
Septage pond reserve	\$269,482
Killara reserve	\$439,869
Revaluation reserve	\$2,934
COVID-19 Reserve	\$1,052,404
<b>Total Reserves</b>	<b>\$3,372,857</b>

Over the life of the LTFP cash reserves are projected to remain relatively stable reducing from \$3,372,857 to \$3,134,725. During COVID-19 many reserves balances were transferred to the response package, the Shire of Northam will continue to monitor its level of reserve funds to ensure it has sufficient cash reserves to provide part of the capital structure in delivering community outcomes.

## Workforce planning

The Shire of Northam Workforce Plan 2019 proposes that net staff levels will remain relatively stable in line with current service provision levels. Staff numbers will increase over time to maintain service provision levels as new developments and additional growth occurs.

Projected additional Employees are shown in the following table:

<b>Additional Employees within the LTFP</b>	
<b>Position</b>	<b>Expenditure</b>
<b>Phase 1 (2023/24)</b>	\$140,000
<b>Phase 2 (2028/29)</b>	\$260,000
<b>Total</b>	<b>\$400,000</b>

## Measuring our Long Term Financial Sustainability

Financial sustainability is critical for the Shire of Northam and the future of our Communities. Several statutory key performance indicators (KPIs) have been prescribed in the Local Government (Financial Management) Regulations 1995 to measure the financial sustainability of local governments. The LTFP has been assessed against these KPIs and will be compared with KPIs measured from the Annual Budgets and Annual Financial Statements to provide clear targets for the Town to report its progress to the community each year.

The KPIs, target rates and results measured from the LTFP are tabled below:

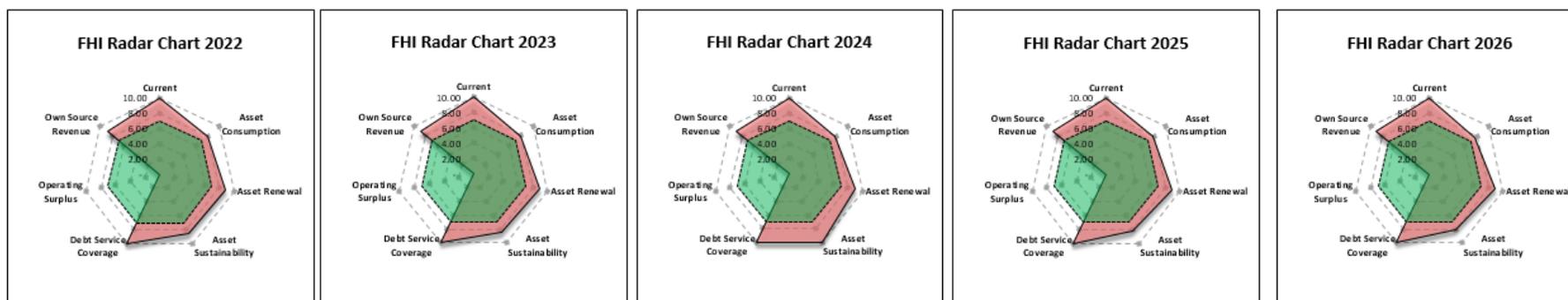
Ratio Names	2022 Raw Ratios	2023 Raw Ratios	2024 Raw Ratios	2025 Raw Ratios	2026 Raw Ratios
Current	1.67	1.59	1.58	1.56	1.54
Asset Consumption	0.58	0.58	0.57	0.57	0.56
Asset Renewal	0.97	0.97	0.97	0.97	0.97
Asset Sustainability	1.05	1.05	1.20	1.02	1.00
Debt Service Coverage	5.83	5.82	6.04	5.93	5.90
Operating Surplus	(3.51)	(2.03)	(2.16)	(1.76)	(0.84)
Own Source Revenue	0.72	0.73	0.74	0.74	0.75

### Standardised Scores (0 to 10)

Ratio Names	2022 Standardised Ratios	2023 Standardised Ratios	2024 Standardised Ratios	2025 Standardised Ratios	2026 Standardised Ratios
Current	10.00	10.00	10.00	10.00	10.00
Asset Consumption	7.96	7.96	7.84	7.84	7.72
Asset Renewal	8.89	8.89	8.89	8.89	8.89
Asset Sustainability	8.50	8.50	10.00	8.20	8.00
Debt Service Coverage	10.00	10.00	10.00	10.00	10.00
Operating Surplus	-	-	-	-	-
Own Source Revenue	8.92	8.98	9.04	9.04	9.10

### Financial Health Indicator

<b>74</b>	<b>74</b>	<b>75</b>	<b>73</b>	<b>73</b>
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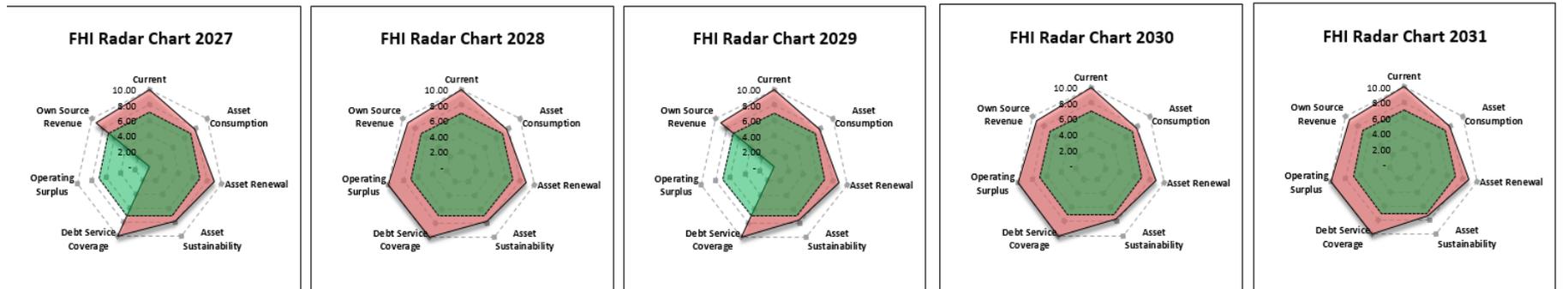


Ratio Names	2027 Raw Ratios	2028 Raw Ratios	2029 Raw Ratios	2030 Raw Ratios	2031 Raw Ratios
Current					
Asset Consumption	1.53	1.52	1.55	1.62	1.61
Asset Renewal	0.57	0.56	0.57	0.56	0.57
Asset Sustainability	0.97	0.97	0.97	0.97	0.97
Debt Service Coverage	0.99	0.97	0.96	0.96	0.94
Operating Surplus	6.24	6.68	6.68	7.52	7.86
Own Source Revenue	(0.29)	0.44	(0.33)	0.96	1.48
	0.76	0.76	0.76	0.77	0.78

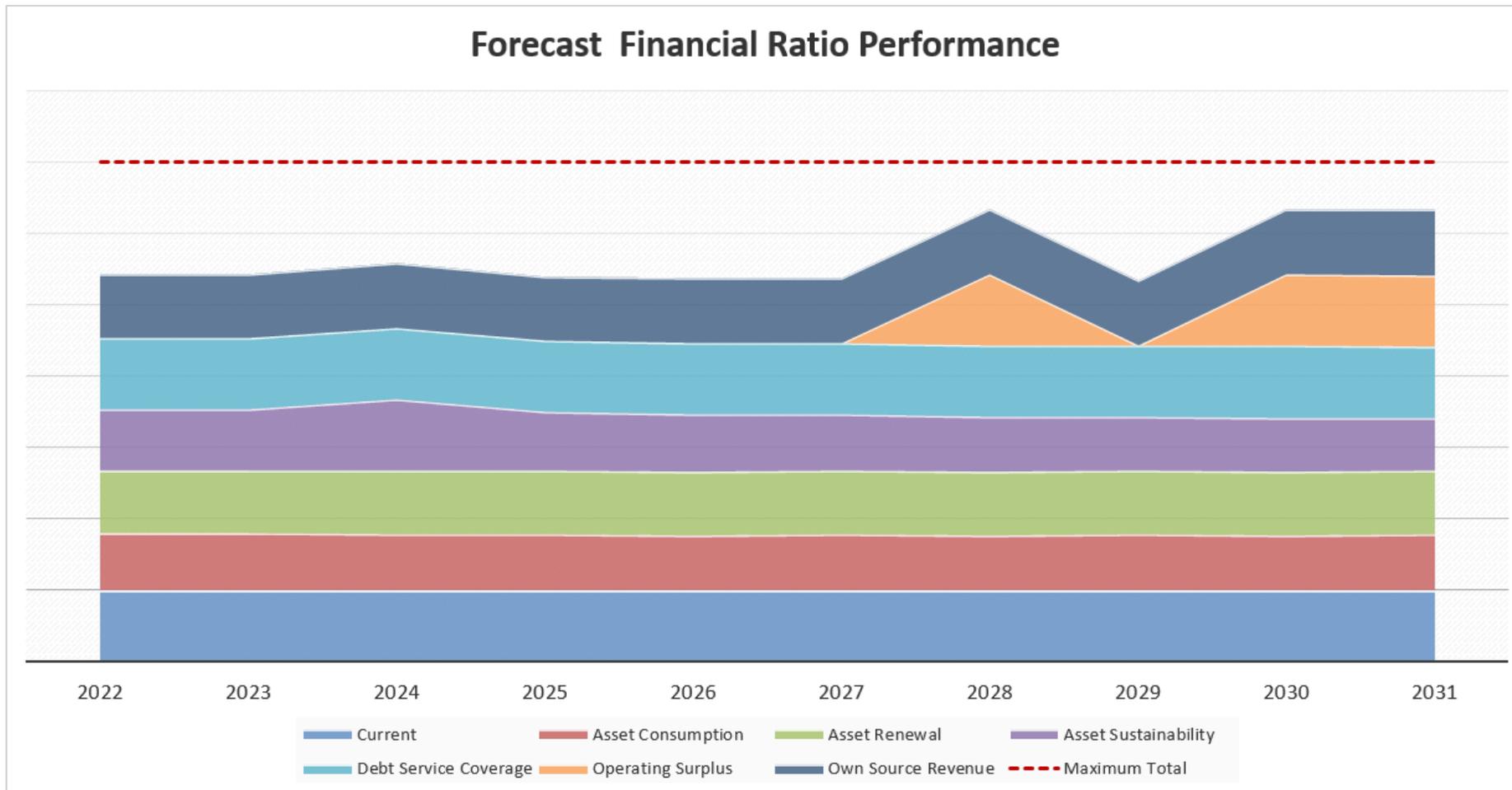
**Standardised Scores (0 to 10)**

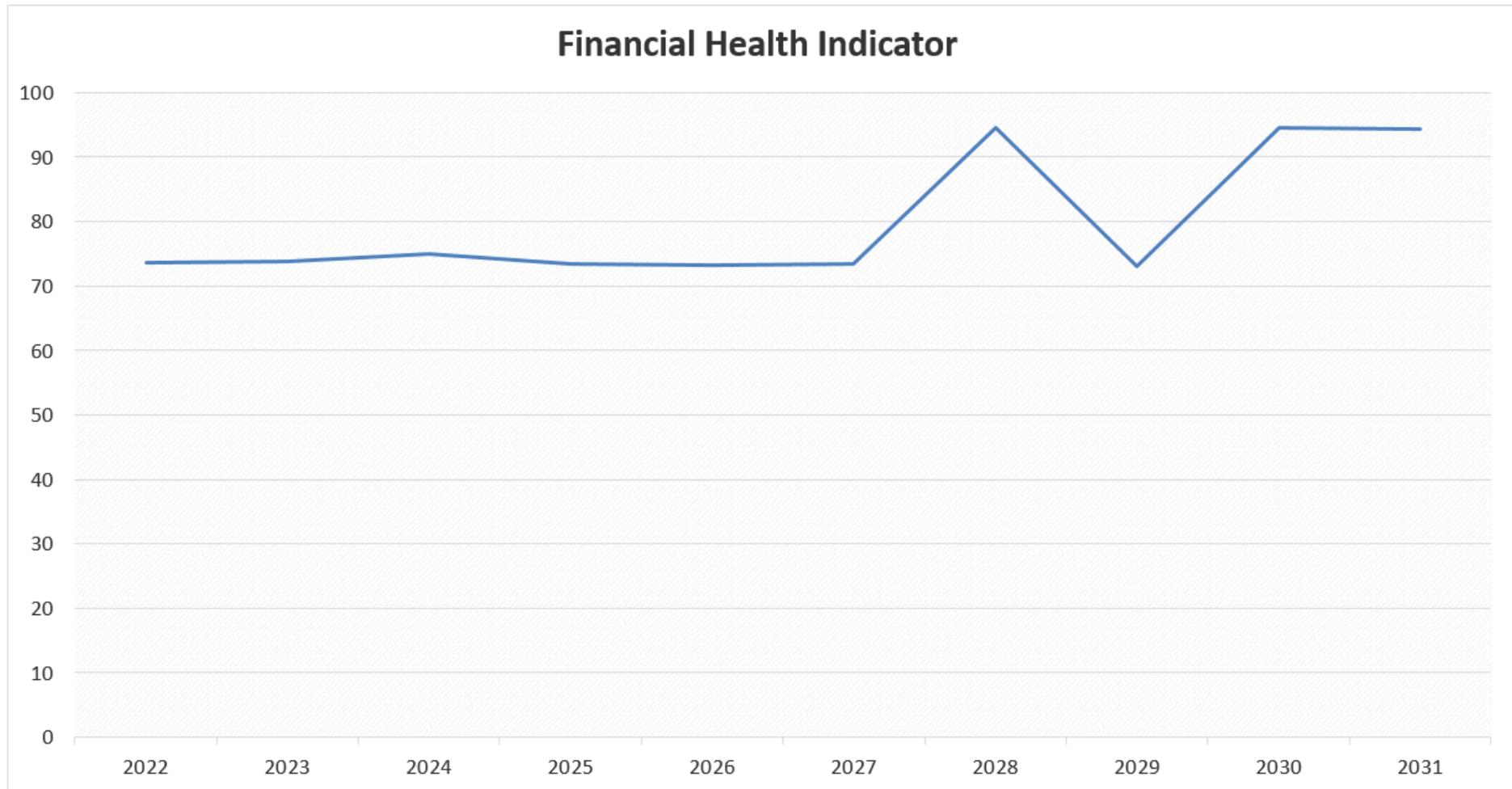
Ratio Names	2027 Standardised Ratios	2028 Standardised Ratios	2029 Standardised Ratios	2030 Standardised Ratios	2031 Standardised Ratios
Current					
Asset Consumption	10.00	10.00	10.00	10.00	10.00
Asset Renewal	7.84	7.72	7.84	7.72	7.84
Asset Sustainability	8.89	8.89	8.89	8.89	8.89
Debt Service Coverage	7.90	7.70	7.60	7.40	7.40
Operating Surplus	10.00	10.00	10.00	10.00	10.00
Own Source Revenue	-	10.00	-	10.00	10.00
	9.16	9.16	9.16	9.22	9.28

73	94	73	94	94
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### Forecast Financial Ratio Performance





## Scenario Modelling and Sensitivity Analysis

While the previous financial indicators are based on the Council's adopted Long Term Financial Plan, it is considered important to also look at a number of scenarios. In developing this LTFP it is recognised that there are a range of variables which could impact the baseline projections. In order to understand these variables and their impacts a number of scenarios have been developed. It is important to recognise that the scenario modelling does not purport to cover every possible scenario or event, it is merely an attempt to highlight the financial exposure Council may have in a range of areas. The results of the modelling are highlighted in the context of the financial sustainability of the Shire of Northam.

The most significant variables identified and modelled are:

- Rate increase/decrease
- Decreases in operational expenditure
- Service levels for infrastructure delivery (increasing and decreasing)
- Inability to secure external funding for major projects

### SCENARIO 1 (5 years provided, full 10 year assessment appended)

The Council is mindful of its financial sustainability. While the recommended financial plan will see the Council strongly positioned, the one area where the Shire of Northam could perform more strongly is in operating results. This scenario includes adjustments designed to give the reader an indication of what would be required to improve the Councils financial ratios to reflect an advanced standard, predominantly focusing on returning operating surpluses.

Variable adjusted:

4.5% rate increase annually from the years 2023 – 2033, 1% growth retained

Increase fees and charges by 4.25% for the life of the plan.

Reduce material expenditure in the 2021/21 financial year by \$300,000

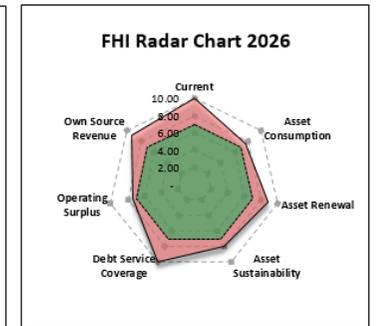
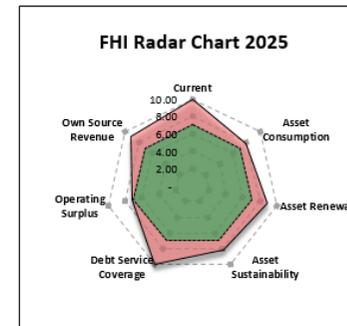
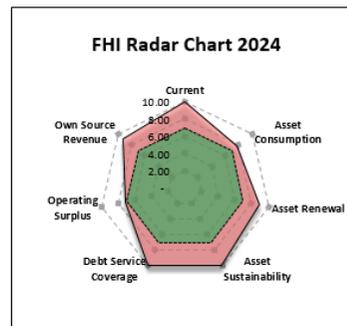
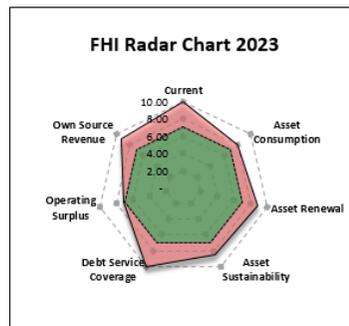
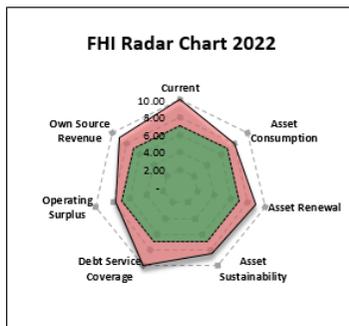
Ratio Names	2022 Raw Ratios	2023 Raw Ratios	2024 Raw Ratios	2025 Raw Ratios	2026 Raw Ratios
Current	1.87	1.99	2.19	2.37	2.56
Asset Consumption	0.58	0.58	0.57	0.57	0.56
Asset Renewal	0.97	0.97	0.97	0.97	0.97
Asset Sustainability	1.05	1.05	1.20	1.02	1.00
Debt Service Coverage	6.65	6.61	6.86	6.72	6.67
Operating Surplus	0.04	0.02	0.02	0.02	0.03
Own Source Revenue	0.75	0.76	0.76	0.77	0.78

#### Standardised Scores (0 to 10)

Ratio Names	2022 Standardised Ratios	2023 Standardised Ratios	2024 Standardised Ratios	2025 Standardised Ratios	2026 Standardised Ratios
Current	10.00	10.00	10.00	10.00	10.00
Asset Consumption	7.96	7.96	7.84	7.84	7.72
Asset Renewal	8.89	8.89	8.89	8.89	8.89
Asset Sustainability	8.50	8.50	8.20	8.20	8.00
Debt Service Coverage	10.00	10.00	10.00	10.00	10.00
Operating Surplus	7.64	7.17	7.15	7.21	7.41
Own Source Revenue	9.10	9.16	9.16	9.22	9.28

#### Financial Health Indicator

90	89	90	89	89
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## Scenario 2 (5 years provided, full 10 year assessment appended)

Councils is mindful of its utility consumption, particular around power and water consumption. In addition to the environmental benefits of decreasing these utility charges modelling has been undertaken to project the financial benefits, in the event the Council were to establish a targeted reduction in these.

Variables adjusted

Utilities expenditure reduced 30% by 2027, utilities inflation of 3% retained.

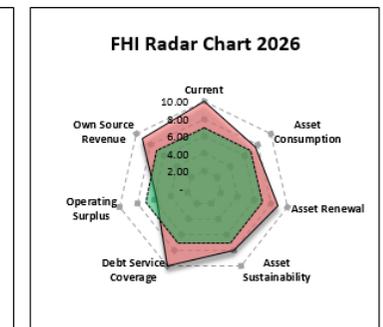
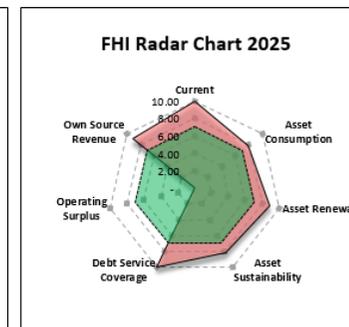
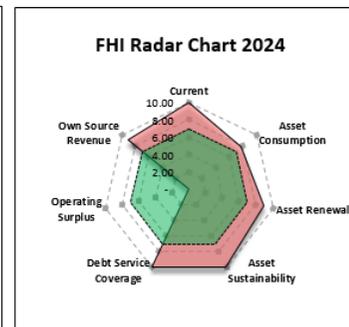
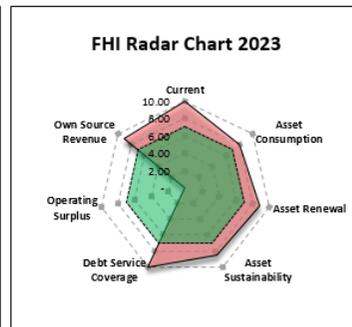
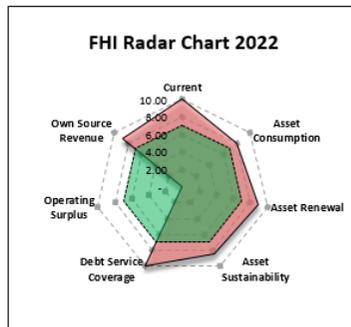
Ratio Names	2022 Raw Ratios	2023 Raw Ratios	2024 Raw Ratios	2025 Raw Ratios	2026 Raw Ratios
Current	1.69	1.64	1.69	1.74	1.82
Asset Consumption	0.58	0.58	0.57	0.57	0.56
Asset Renewal	0.97	0.97	0.97	0.97	0.97
Asset Sustainability	1.05	1.05	1.20	1.02	1.00
Debt Service Coverage	5.90	5.96	6.26	6.21	6.23
Operating Surplus	(0.03)	(0.01)	(0.01)	(0.00)	0.01
Own Source Revenue	0.72	0.74	0.74	0.75	0.76

### Standardised Scores (0 to 10)

Ratio Names	2022 Standardised Ratios	2023 Standardised Ratios	2024 Standardised Ratios	2025 Standardised Ratios	2026 Standardised Ratios
Current	10.00	10.00	10.00	10.00	10.00
Asset Consumption	7.96	7.96	7.84	7.84	7.72
Asset Renewal	8.89	8.89	8.89	8.89	8.89
Asset Sustainability	8.50	8.50	10.00	8.20	8.00
Debt Service Coverage	10.00	10.00	10.00	10.00	10.00
Operating Surplus	-	-	-	-	5.60
Own Source Revenue	8.92	9.04	9.04	9.10	9.16

### Financial Health Indicator

74	74	75	74	85
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### Scenario 3 (5 years provided, full 10 year assessment appended)

Rating is always an issue which is widely discussed within the community and reported on. However rating represents the most significant revenue stream for the Council. Scenario 3 has been developed to highlight the implications to Council in the event it wished to reduce projected rate increases by as little as 1% per annum.

Variables adjusted

Rate revenue reduced to an increase of 2.5% for the years 2023 – 2033, 1% growth increase retained.

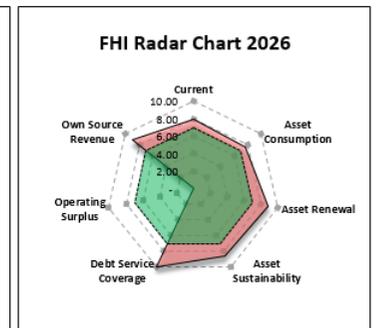
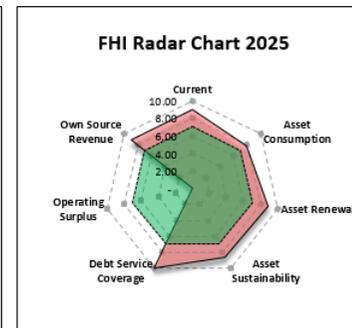
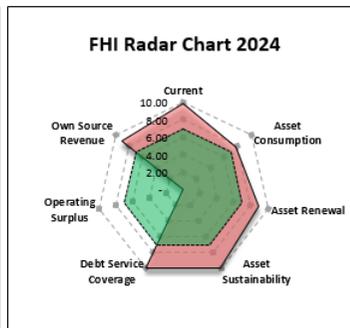
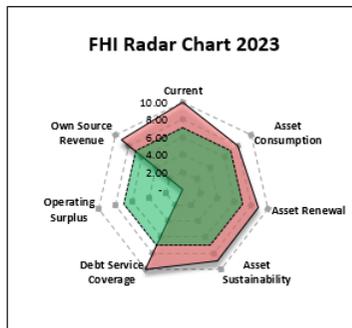
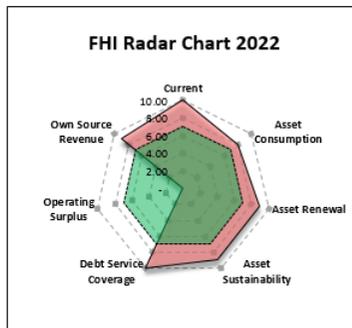
Ratio Names	2022 Raw Ratios	2023 Raw Ratios	2024 Raw Ratios	2025 Raw Ratios	2026 Raw Ratios
Current	1.67	1.56	1.47	1.33	1.16
Asset Consumption	0.58	0.58	0.57	0.57	0.56
Asset Renewal	0.97	0.97	0.97	0.97	0.97
Asset Sustainability	1.10	1.10	1.24	1.07	1.05
Debt Service Coverage	6.16	5.99	6.06	5.80	5.63
Operating Surplus	(0.02)	(0.01)	(0.02)	(0.03)	(0.02)
Own Source Revenue	0.73	0.74	0.73	0.73	0.74

#### Standardised Scores (0 to 10)

Ratio Names	2022 Standardised Ratios	2023 Standardised Ratios	2024 Standardised Ratios	2025 Standardised Ratios	2026 Standardised Ratios
Current	10.00	10.00	9.82	8.98	7.96
Asset Consumption	7.96	7.96	7.84	7.84	7.72
Asset Renewal	8.89	8.89	8.89	8.89	8.89
Asset Sustainability	9.00	9.00	10.00	8.70	8.50
Debt Service Coverage	10.00	10.00	10.00	10.00	10.00
Operating Surplus	-	-	-	-	-
Own Source Revenue	8.98	9.04	8.98	8.98	9.04

#### Financial Health Indicator

74	74	75	71	69
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## Risk Management

The following are the major risks identified as associated with this LTFP;

- Rates
  - Inability of Council to recover
  - Becoming unaffordable
  - Insufficient to cover financial requirements
- Projects
  - The Shire is undertaking a range of projects, which it will be required to underwrite. As a consequence there is an intrinsic risk associated with this. While each project will have its own risk management plan Council needs to be aware that delivery of each project has the potential of impacting the LTFP
- Funding
  - The Council has a reliance on external funding in both the delivery of special projects and the delivery of its annual programs. The risks associated with the special projects has been explored in the previous section, however the risk of reduced government funding for roads has the potential to impact Council significantly.
- Interest Rates
  - Debt
    - Future interest rate movements up or down (particularly over the medium and longer-term) are always uncertain and a council's exposure to interest rate risks cannot be eliminated. However, interest rate risk can be, and should be, managed.

Council is exposed to interest rate risk whenever it borrows, or lends money, regardless of whether the interest rates are fixed or variable.

Locking into a long-term fixed interest rate borrowing, for example, effectively means that a council is taking a gamble that variable interest rates over the period of the borrowing will be higher than the fixed rate negotiated. If a council takes out a fixed interest rate loan and interest rates on average fall over the duration of the loan, then the council will be worse off than it would have been if it had taken out a variable interest rate loan. Such as Council might not have been intending to gamble on interest rate movements, or it may not realise that it is doing so, but choosing a fixed interest rate borrowing does not obviate risk. It removes only one risk – the risk from higher average variable interest rates for the term of the loan, fixed loans still have a government guarantee fee associated with them, this is variable.

- Alignment
  - An important premise of 'success' for the Shire is to ensure there is a strong alignment between the strategy of the Council and the organisational and financial structure. Whilst the current alignment is relatively strong, there are perceived gaps in the areas of economic development and environmental management.

## **Key Assumptions Underpinning the Long Term Financial Plan**

The estimates in the LTFP are based on a number of assumptions and Council strategies. The base point for the modelling is the adopted 2020/21 budget and assumptions have been applied to the model. The assumptions are:

- Existing service levels will be maintained with a view to improvement in the longer term
- Net staff levels will increase in years 2023/34 and 2028/29. These increase over time are aimed at meeting the needs of an increasing population and growth in development within the Shire and increasing statutory compliance, these are in line with the Integrated Workforce Plan 2019.
- CPI will be approximately 2.5% per annum over the life of the LTFP and is based on the current State budget estimates and the local government price index.
- Annual rate increases of 3.5% plus growth per annum are planned for the life of the plan, ensuring that Councils own source revenue remains strong.
- The rate base will increase by an average 1% per annum through new development and growth.
- Discretionary fees and charges will increase by CPI .
- Full cost recovery for provision of waste and recycling services is achieved with additional revenue of \$250,000 raised in 2021/22 and \$50,000 raised in 2022/23 to fund the running of the new Tip Shop, Transfer Station, this will be funded by increasing commercial fees to be in line with metropolitan facilities
- Interest rates for new borrowings will be in line with indicative prices issued by WATC October 2020, 2.5%.
- Interest rates for invested funds will be 1% over the life of the LTFP
- Roads to Recovery funding is expected to continue.
- Other government grants will increase by up to CPI
- Materials and contracts will increase by CPI per annum
- Utility costs will increase by State Budget future estimates to reflect a continuation of recent increases in energy and water costs
- The Shire's expenditure on renewal of road infrastructure from its own sources is in line with the Council adopted Infrastructure Asset Management Plan.

## Shire of Northam

### Forecast Statement of Funding For the period 2022 - 2033

	Actual	Actual	Budget	1	2	3	4	5	6	7	8	9	10	11	12
	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>OPERATING</b>															
<b>Revenues</b>															
Rates	10,284,644	10,160,528	10,152,290	10,757,213	11,222,858	11,708,811	12,215,965	12,745,251	13,297,637	13,874,140	14,475,821	15,103,784	15,759,186	16,443,230	17,157,177
Operating grants, subsidies and contributions	5,906,081	6,651,352	3,664,952	5,564,792	5,657,229	5,751,422	5,858,394	5,967,563	6,078,976	6,192,677	6,308,714	6,427,137	6,547,993	6,671,334	6,797,210
Profit on Asset Disposal	243,351	6,220	343,039	-	-	-	-	-	-	-	-	-	-	-	-
Fees and charges	3,721,822	4,024,370	3,673,118	4,090,466	4,233,082	4,328,935	4,426,999	4,527,325	4,629,965	4,734,973	4,842,404	4,952,312	5,064,759	5,179,800	5,297,496
Service charges	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Interest earnings - General	306,938	240,368	88,000	222,599	225,444	209,413	209,427	209,535	209,723	209,656	209,628	209,803	211,032	209,441	209,656
Interest earnings - Reserves	116,163	57,114	45,000	21,925	22,299	38,782	2,615	35,620	5,287	41,279	4,900	35,667	2,221	36,760	2,317
Other revenue	755,087	1,140,330	953,571	828,050	846,267	864,885	883,912	903,358	923,232	943,543	964,301	985,516	1,007,197	1,029,355	1,052,001
	<u>21,334,086</u>	<u>22,280,282</u>	<u>18,919,970</u>	<u>21,485,045</u>	<u>22,207,179</u>	<u>22,902,248</u>	<u>23,597,312</u>	<u>24,388,652</u>	<u>25,144,820</u>	<u>25,996,268</u>	<u>26,805,768</u>	<u>27,714,219</u>	<u>28,592,388</u>	<u>29,569,920</u>	<u>30,515,857</u>
<b>Expenses</b>															
Employee costs	(8,672,875)	(8,793,100)	(8,455,397)	(8,644,242)	(8,837,336)	(9,177,774)	(9,405,661)	(9,662,603)	(9,950,612)	(10,247,261)	(10,810,010)	(11,132,442)	(11,464,546)	(11,806,613)	(12,158,943)
Materials and contracts	(5,269,554)	(6,154,172)	(8,713,671)	(6,694,091)	(6,821,642)	(6,958,074)	(7,132,026)	(7,310,327)	(7,493,085)	(7,680,412)	(7,872,423)	(8,069,233)	(8,270,964)	(8,477,738)	(8,689,682)
Utility charges (electricity, gas, water etc.)	(979,358)	(1,101,561)	(1,020,182)	(1,046,819)	(1,075,511)	(1,105,034)	(1,136,507)	(1,168,929)	(1,202,332)	(1,236,744)	(1,272,196)	(1,308,722)	(1,346,355)	(1,385,128)	(1,425,078)
Depreciation on non-current assets	(4,180,155)	(4,670,394)	(4,680,609)	(4,696,388)	(4,808,257)	(5,039,562)	(5,231,962)	(5,389,963)	(5,549,115)	(5,744,083)	(5,924,738)	(6,009,833)	(6,201,315)	(6,395,683)	(6,594,843)
Loss on Asset Disposal	(360,094)	(1,235,641)	(187,254)	-	-	-	-	-	-	-	-	-	-	-	-
Interest Expense	(131,437)	(225,102)	(229,114)	(241,994)	(244,226)	(227,005)	(221,594)	(214,091)	(192,123)	(170,193)	(147,580)	(124,361)	(100,842)	(79,847)	(66,633)
Insurance expense	(504,551)	(515,918)	(516,245)	(523,989)	(555,999)	(561,563)	(572,233)	(583,105)	(594,184)	(605,473)	(616,977)	(628,700)	(640,645)	(652,817)	(665,221)
Other expenditure	(364,477)	(289,224)	(13,751)	(195,660)	(200,552)	(203,560)	(208,649)	(213,865)	(219,212)	(224,692)	(230,309)	(236,067)	(241,969)	(248,018)	(254,218)
	<u>(20,462,501)</u>	<u>(22,985,112)</u>	<u>(23,816,223)</u>	<u>(22,043,183)</u>	<u>(22,543,523)</u>	<u>(23,272,572)</u>	<u>(23,908,632)</u>	<u>(24,542,883)</u>	<u>(25,200,663)</u>	<u>(25,908,858)</u>	<u>(26,874,233)</u>	<u>(27,509,358)</u>	<u>(28,266,636)</u>	<u>(29,045,844)</u>	<u>(29,854,618)</u>
<b>NET OPERATIONS</b>	<u>871,585</u>	<u>(704,830)</u>	<u>(4,896,253)</u>	<u>(558,138)</u>	<u>(336,344)</u>	<u>(370,324)</u>	<u>(311,320)</u>	<u>(154,231)</u>	<u>(55,843)</u>	<u>87,410</u>	<u>(68,465)</u>	<u>204,861</u>	<u>325,752</u>	<u>524,076</u>	<u>661,239</u>
<b>Funding Position Adjustments</b>															
Depreciation on non-current assets	4,180,155	4,670,394	4,680,609	4,696,388	4,808,257	5,039,562	5,231,962	5,389,963	5,549,115	5,744,083	5,924,738	6,009,833	6,201,315	6,395,683	6,594,843
Net profit and losses on Disposal	116,743	1,229,421	(155,785)	-	-	-	-	-	-	-	-	-	-	-	-
Movement in Accruals	(129,560)	435,483	387,631	-	-	-	-	-	-	-	-	-	-	-	-
Change in Accounting Policies	-	(280,140)	-	-	-	-	-	-	-	-	-	-	-	-	-
Movement in Employee Benefit Provisions	315,173	(7,594)	(201,012)	-	-	-	-	-	-	-	-	-	-	-	-
Write-off of assets	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>FUNDING FROM GENERAL OPERATIONS</b>	<u>5,354,096</u>	<u>5,342,734</u>	<u>(184,810)</u>	<u>4,138,250</u>	<u>4,471,913</u>	<u>4,669,238</u>	<u>4,920,642</u>	<u>5,235,732</u>	<u>5,493,272</u>	<u>5,831,493</u>	<u>5,856,273</u>	<u>6,214,694</u>	<u>6,527,067</u>	<u>6,919,759</u>	<u>7,256,082</u>
<b>CAPITAL</b>															
<b>Asset Acquisitions and Construction</b>															
Purchase of land held for resale	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Property Plant and Equipment	(1,975,725)	(1,450,723)	(5,661,091)	(2,036,380)	(1,310,000)	(1,360,000)	(1,505,000)	(1,505,000)	(1,505,000)	(3,220,000)	(1,530,000)	(1,540,000)	(1,550,000)	(1,560,000)	(1,570,000)
Infrastructure	(10,894,955)	(12,500,913)	(9,006,602)	(4,340,019)	(4,326,393)	(7,358,002)	(6,880,453)	(4,538,175)	(4,554,073)	(4,778,337)	(5,811,588)	(5,565,687)	(7,240,931)	(6,599,698)	(6,839,217)
Proceeds on Disposal	290,174	1,562,572	992,500	300,000	300,000	1,000,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000
Non-Operating grants, subsidies and contributions	5,019,568	4,068,319	4,344,290	2,496,805	1,499,715	2,967,453	2,955,197	1,475,722	1,496,699	2,068,136	1,540,046	1,580,716	2,464,174	1,638,880	1,520,287
<b>NET FUNDING BEFORE FINANCING</b>	<u>(7,560,938)</u>	<u>(8,320,745)</u>	<u>(9,330,903)</u>	<u>(3,579,594)</u>	<u>(3,836,678)</u>	<u>(4,750,549)</u>	<u>(5,130,256)</u>	<u>(4,267,453)</u>	<u>(4,262,374)</u>	<u>(5,630,201)</u>	<u>(5,501,542)</u>	<u>(5,224,971)</u>	<u>(6,026,757)</u>	<u>(6,220,818)</u>	<u>(6,588,930)</u>
<b>Financing</b>															
<b>Inflows</b>															
Transfer from Reserves	1,786,922	5,935,287	1,449,643	1,059,245	-	1,016,000	-	79,000	-	727,449	507,855	16,500	63,000	17,000	-
New Borrowings	500,000	4,500,000	3,464,020	-	-	-	1,000,000	-	-	-	-	-	-	-	-
Self Supporting Loan	25,096	22,811	20,203	20,850	25,095	22,208	22,920	23,655	12,111	-	-	-	-	-	-
<b>Outflows</b>															
Transfer to Reserves	(678,099)	(4,305,973)	(1,434,500)	(1,117,170)	(74,299)	(374,782)	(154,615)	(335,620)	(537,287)	(207,279)	(87,400)	(101,667)	(69,221)	(102,760)	(85,817)
Advances to Community Groups	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Repayment of Past Borrowings	(227,382)	(400,424)	(345,975)	(509,136)	(565,727)	(582,948)	(645,179)	(709,503)	(719,167)	(728,795)	(751,408)	(718,484)	(742,002)	(583,140)	(596,354)
<b>NET FINANCING</b>	<u>1,406,537</u>	<u>5,751,701</u>	<u>3,153,391</u>	<u>(546,211)</u>	<u>(614,931)</u>	<u>80,478</u>	<u>223,126</u>	<u>(942,468)</u>	<u>(1,244,343)</u>	<u>(208,625)</u>	<u>(330,953)</u>	<u>(803,651)</u>	<u>(748,223)</u>	<u>(668,900)</u>	<u>(682,171)</u>
<b>ACCOUNTING PERIOD BALANCES</b>															
Opening Balance	4,962,863	3,588,632	6,362,322	-	12,445	32,749	31,916	45,428	71,239	57,794	50,461	74,239	260,311	12,398	42,439
Closing Balance	<u>4,162,558</u>	<u>6,362,322</u>	<u>-</u>	<u>12,445</u>	<u>32,749</u>	<u>31,916</u>	<u>45,428</u>	<u>71,239</u>	<u>57,794</u>	<u>50,461</u>	<u>74,239</u>	<u>260,311</u>	<u>12,398</u>	<u>42,439</u>	<u>27,420</u>

## Shire of Northam

### Forecast Statement of Comprehensive Income For the period 2022 - 2033

		2018-19	2019-20	Base	1	2	3	4	5	6	7	8	9	10	11	12
	Notes	\$	\$	\$	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33
					\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>INCOME STATEMENT</b>																
<b>Revenues</b>																
Rates		10,284,644	10,160,528	10,152,290	10,757,213	11,222,858	11,708,811	12,215,965	12,745,251	13,297,637	13,874,140	14,475,821	15,103,784	15,759,186	16,443,230	17,157,177
Operating grants, subsidies and contributions		5,906,081	6,651,352	3,664,952	5,564,792	5,657,229	5,751,422	5,858,394	5,967,563	6,078,976	6,192,677	6,308,714	6,427,137	6,547,993	6,671,334	6,797,210
Fees and charges		3,721,822	4,024,370	3,673,118	4,090,466	4,233,082	4,328,935	4,426,999	4,527,325	4,629,965	4,734,973	4,842,404	4,952,312	5,064,759	5,179,800	5,297,496
Service charges		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Interest earnings - General		306,938	240,368	88,000	222,599	225,444	209,413	209,427	209,535	209,723	209,656	209,628	209,803	211,032	209,441	209,656
Interest earnings - Reserves		116,163	57,114	45,000	21,925	22,299	38,782	2,615	35,620	5,287	41,279	4,900	35,667	2,221	36,760	2,317
Other revenue		755,087	1,140,330	953,571	828,050	846,267	864,885	883,912	903,358	923,232	943,543	964,301	985,516	1,007,197	1,029,355	1,052,001
		21,090,735	22,274,062	18,576,931	21,485,045	22,207,179	22,902,248	23,597,312	24,388,652	25,144,820	25,996,268	26,805,768	27,714,219	28,592,388	29,569,920	30,515,857
<b>Expenses</b>																
Employee costs		(8,672,875)	(8,793,100)	(8,455,397)	(8,644,242)	(8,837,336)	(9,177,774)	(9,405,661)	(9,662,603)	(9,950,612)	(10,247,261)	(10,810,010)	(11,132,442)	(11,464,546)	(11,806,613)	(12,158,943)
Materials and contracts		(5,269,554)	(6,154,172)	(8,713,671)	(6,694,091)	(6,821,642)	(6,958,074)	(7,132,026)	(7,310,327)	(7,493,085)	(7,680,412)	(7,872,423)	(8,069,233)	(8,270,964)	(8,477,738)	(8,689,682)
Utility charges (electricity, gas, water etc.)		(979,358)	(1,101,561)	(1,020,182)	(1,046,819)	(1,075,511)	(1,105,034)	(1,136,507)	(1,168,929)	(1,202,332)	(1,236,744)	(1,272,196)	(1,308,722)	(1,346,355)	(1,385,128)	(1,425,078)
Depreciation on non-current assets		(4,180,155)	(4,670,394)	(4,680,609)	(4,696,388)	(4,808,257)	(5,039,562)	(5,231,962)	(5,389,963)	(5,549,115)	(5,744,083)	(5,924,738)	(6,009,833)	(6,201,315)	(6,395,683)	(6,594,843)
Interest expense		(131,437)	(225,102)	(229,114)	(241,994)	(244,226)	(227,005)	(221,594)	(214,091)	(192,123)	(170,193)	(147,580)	(124,361)	(100,842)	(79,847)	(66,633)
Insurance expense		(504,551)	(515,918)	(516,245)	(523,989)	(555,999)	(561,563)	(572,233)	(583,105)	(594,184)	(605,473)	(616,977)	(628,700)	(640,645)	(652,817)	(665,221)
Other expenditure		(364,477)	(289,224)	(13,751)	(195,660)	(200,552)	(203,560)	(208,649)	(213,865)	(219,212)	(224,692)	(230,309)	(236,067)	(241,969)	(248,018)	(254,218)
		(20,102,407)	(21,749,471)	(23,628,969)	(22,043,183)	(22,543,523)	(23,272,572)	(23,908,632)	(24,542,883)	(25,200,663)	(25,908,858)	(26,874,233)	(27,509,358)	(28,266,636)	(29,045,844)	(29,854,618)
<b>OPERATING RESULT</b>		<b>988,328</b>	<b>524,591</b>	<b>(5,052,038)</b>	<b>(558,138)</b>	<b>(336,344)</b>	<b>(370,324)</b>	<b>(311,320)</b>	<b>(154,231)</b>	<b>(55,843)</b>	<b>87,410</b>	<b>(68,465)</b>	<b>204,861</b>	<b>325,752</b>	<b>524,076</b>	<b>661,239</b>
<b>Revenue (Asset related)</b>																
Non-Operating grants, subsidies and contributions		17,819,568	4,068,319	4,344,290	2,496,805	1,499,715	2,967,453	2,955,197	1,475,722	1,496,699	2,068,136	1,540,046	1,580,716	2,464,174	1,638,880	1,520,287
Profit on disposal of assets		243,351	6,220	343,039	-	-	-	-	-	-	-	-	-	-	-	-
Loss on asset disposal		(360,094)	(1,235,641)	(187,254)	-	-	-	-	-	-	-	-	-	-	-	-
<b>NET RESULT</b>		<b>18,691,153</b>	<b>3,363,489</b>	<b>(551,963)</b>	<b>1,938,667</b>	<b>1,163,371</b>	<b>2,597,129</b>	<b>2,643,877</b>	<b>1,321,491</b>	<b>1,440,856</b>	<b>2,155,546</b>	<b>1,471,581</b>	<b>1,785,577</b>	<b>2,789,926</b>	<b>2,162,956</b>	<b>2,181,526</b>
<b>Other Comprehensive Income</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Other Comprehensive Income</b>		<b>18,691,153</b>	<b>3,363,489</b>	<b>(551,963)</b>	<b>1,938,667</b>	<b>1,163,371</b>	<b>2,597,129</b>	<b>2,643,877</b>	<b>1,321,491</b>	<b>1,440,856</b>	<b>2,155,546</b>	<b>1,471,581</b>	<b>1,785,577</b>	<b>2,789,926</b>	<b>2,162,956</b>	<b>2,181,526</b>

## Shire of Northam

### Forecast Statement of Cashflows For the period 2022 - 2033

	2018-19	2019-20	Base	1	2	3	4	5	6	7	8	9	10	11	12
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>Cash Flows From Operating Activities</b>															
<b>Receipts</b>															
Rates	10,284,644	10,160,528	10,152,290	10,757,213	10,168,291	11,708,811	12,215,965	12,745,251	13,297,637	13,874,140	14,475,821	15,103,784	15,759,186	16,443,230	17,157,177
Operating grants, subsidies and contributions	5,906,081	6,651,352	3,664,952	5,564,792	4,579,720	5,751,422	5,858,394	5,967,563	6,078,976	6,192,677	6,308,714	6,427,137	6,547,993	6,671,334	6,797,210
Fees and Charges	1,964,217	5,751,765	2,866,150	4,090,466	4,264,894	4,328,935	4,426,999	4,527,325	4,629,965	4,734,973	4,842,404	4,952,312	5,064,759	5,179,800	5,297,496
Service Charges	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Interest Earnings	423,101	297,482	133,000	244,524	391,500	248,195	212,042	245,155	215,010	250,935	214,528	245,470	213,253	246,201	211,973
Other Revenue	756,311	1,140,330	952,571	828,050	846,267	864,885	883,912	903,358	923,232	943,543	964,301	985,516	1,007,197	1,029,355	1,052,001
	19,334,354	24,001,457	17,768,963	21,485,045	20,250,672	22,902,248	23,597,312	24,388,652	25,144,820	25,996,268	26,805,768	27,714,219	28,592,388	29,569,920	30,515,857
<b>Payments</b>															
Employee Costs	(8,357,702)	(8,800,694)	(8,656,409)	(8,644,242)	(8,063,630)	(9,177,774)	(9,405,661)	(9,662,603)	(9,950,612)	(10,247,261)	(10,810,010)	(11,132,442)	(11,464,546)	(11,806,613)	(12,158,943)
Materials and Contracts	(3,309,583)	(7,126,201)	(7,042,132)	(5,694,091)	(5,931,974)	(6,958,074)	(7,132,026)	(7,310,327)	(7,493,085)	(7,680,412)	(7,872,423)	(8,069,233)	(8,270,964)	(8,477,738)	(8,689,682)
Utility Charges	(979,358)	(1,101,561)	(1,020,182)	(1,046,819)	(1,075,511)	(1,105,034)	(1,136,507)	(1,168,929)	(1,202,332)	(1,236,744)	(1,272,196)	(1,308,722)	(1,346,355)	(1,385,128)	(1,425,078)
Insurance Expenses	(131,437)	(225,102)	(229,114)	(241,994)	(133,094)	(227,005)	(221,594)	(214,091)	(192,123)	(170,193)	(147,580)	(124,361)	(100,842)	(79,847)	(66,633)
Interest expenses	(504,551)	(515,918)	(516,245)	(523,989)	(555,999)	(561,563)	(572,233)	(583,105)	(594,184)	(605,473)	(616,977)	(628,700)	(640,645)	(652,817)	(665,221)
Other Expenditure	(364,477)	(289,224)	(13,751)	(195,660)	(200,552)	(203,560)	(208,649)	(213,865)	(219,212)	(224,692)	(230,309)	(236,067)	(241,969)	(248,018)	(254,218)
	(13,647,108)	(18,058,700)	(17,477,833)	(16,346,795)	(15,960,760)	(18,233,010)	(18,676,670)	(19,152,920)	(19,651,548)	(20,164,775)	(20,949,495)	(21,499,525)	(22,065,321)	(22,650,161)	(23,259,775)
<b>Net Cash Provided By (Used In) Operating Activities</b>	<b>5,687,246</b>	<b>5,942,757</b>	<b>291,130</b>	<b>5,138,250</b>	<b>4,289,912</b>	<b>4,669,238</b>	<b>4,920,642</b>	<b>5,235,732</b>	<b>5,493,272</b>	<b>5,831,493</b>	<b>5,856,273</b>	<b>6,214,694</b>	<b>6,527,067</b>	<b>6,919,759</b>	<b>7,256,082</b>
<b>Cash Flows from Investing Activities</b>															
Payments for Development of Land Held for Resale	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Payments for Purchase of Property, Plant & Equipment	(1,975,725)	(1,450,723)	(5,356,882)	(2,036,380)	(1,310,000)	(1,360,000)	(1,505,000)	(1,505,000)	(1,505,000)	(3,220,000)	(1,530,000)	(1,540,000)	(1,550,000)	(1,560,000)	(1,570,000)
Payments for Construction of Infrastructure	(10,894,955)	(12,500,913)	(9,006,602)	(4,340,019)	(4,326,393)	(7,358,002)	(6,880,453)	(4,538,175)	(4,554,073)	(4,778,337)	(5,811,588)	(5,565,687)	(7,240,931)	(6,599,698)	(6,839,217)
Advances to Community Groups	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Non-Operating Grants, Subsidies and Contributions	5,019,568	4,068,319	4,344,290	2,496,805	1,499,715	2,967,453	2,955,197	1,475,722	1,496,699	2,068,136	1,540,046	1,580,716	2,464,174	1,638,880	1,520,287
Proceeds from Sale of Plant & Equipment	290,174	1,282,432	992,500	300,000	300,000	1,000,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000
Changes in Accounting policy	-	280,140	-	-	-	-	-	-	-	-	-	-	-	-	-
Transfers (to)/from Investments	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>Net Cash Provided By (Used In) Investing Activities</b>	<b>(7,560,938)</b>	<b>(8,320,745)</b>	<b>(9,026,694)</b>	<b>(3,579,594)</b>	<b>(3,836,678)</b>	<b>(4,750,549)</b>	<b>(5,130,256)</b>	<b>(4,267,453)</b>	<b>(4,262,374)</b>	<b>(5,630,201)</b>	<b>(5,501,542)</b>	<b>(5,224,971)</b>	<b>(6,026,757)</b>	<b>(6,220,818)</b>	<b>(6,588,930)</b>
<b>Cash Flows from Financing Activities</b>															
Repayment of Debentures	(227,382)	(400,424)	(345,975)	(509,136)	(565,727)	(582,948)	(645,179)	(709,503)	(719,167)	(728,795)	(751,408)	(718,484)	(742,002)	(583,140)	(596,354)
Proceeds from Self Supporting Loans	25,096	22,811	20,203	20,850	25,095	22,208	22,920	23,655	12,111	-	-	-	-	-	-
Proceeds from New Debentures	500,000	4,500,000	3,464,020	-	-	-	1,000,000	-	-	-	-	-	-	-	-
<b>Net Cash Provided By (Used In) Financing Activities</b>	<b>297,714</b>	<b>4,122,387</b>	<b>3,138,248</b>	<b>(488,286)</b>	<b>(540,632)</b>	<b>(560,740)</b>	<b>377,741</b>	<b>(685,848)</b>	<b>(707,056)</b>	<b>(728,795)</b>	<b>(751,408)</b>	<b>(718,484)</b>	<b>(742,002)</b>	<b>(583,140)</b>	<b>(596,354)</b>
<b>Net Increase (Decrease) in Cash Held</b>	<b>(1,575,978)</b>	<b>1,744,399</b>	<b>(5,597,316)</b>	<b>1,070,370</b>	<b>(87,398)</b>	<b>(642,051)</b>	<b>168,127</b>	<b>282,431</b>	<b>523,842</b>	<b>(527,503)</b>	<b>(396,677)</b>	<b>271,239</b>	<b>(241,692)</b>	<b>115,801</b>	<b>70,798</b>
Cash at Beginning of Year	9,699,752	8,123,774	9,868,173	4,270,857	5,341,227	5,253,829	4,611,778	4,779,905	5,062,336	5,586,179	5,058,676	4,662,000	4,933,239	4,691,547	4,807,348
<b>Cash and Cash Equivalents at the End of the Year</b>	<b>8,123,774</b>	<b>9,868,173</b>	<b>4,270,857</b>	<b>5,341,227</b>	<b>5,253,829</b>	<b>4,611,778</b>	<b>4,779,905</b>	<b>5,062,336</b>	<b>5,586,178</b>	<b>5,058,676</b>	<b>4,661,999</b>	<b>4,933,239</b>	<b>4,691,547</b>	<b>4,807,348</b>	<b>4,878,146</b>
<b>Reconciliation of Net Cash Provided By Operating Activities to Net Result</b>															
Net Result	18,691,153	3,363,489	(551,963)	1,938,667	1,163,371	2,597,129	2,643,877	1,321,491	1,440,856	2,155,546	1,471,581	1,785,577	2,789,926	2,162,956	2,181,526
Depreciation	4,180,155	4,670,394	4,680,609	4,696,388	4,808,257	5,039,562	5,231,962	5,389,963	5,549,115	5,744,083	5,924,738	6,009,833	6,201,315	6,395,683	6,594,843
Gifted Bridge main roads	(12,800,000)	-	-	-	-	-	-	-	-	-	-	-	-	-	-
(Profit)/Loss on Sale of Asset	116,743	1,229,421	(155,785)	-	-	-	-	-	-	-	-	-	-	-	-
(Increase)/Decrease in Receivables	(1,757,605)	1,727,395	(806,968)	-	(182,001)	-	-	-	-	-	-	-	-	-	-
(Increase)/Decrease in Inventories	1,224	-	(1,000)	-	-	-	-	-	-	-	-	-	-	-	-
Increase/(Decrease) in Payables	1,959,971	(972,029)	1,671,539	1,000,000	-	-	-	-	-	-	-	-	-	-	-
Increase/(Decrease) in Employee Provisions	315,173	(7,594)	(201,012)	-	-	-	-	-	-	-	-	-	-	-	-
Grants/Contributions for the Development of Assets	(5,019,568)	(4,068,319)	(4,344,290)	(2,496,805)	(1,499,715)	(2,967,453)	(2,955,197)	(1,475,722)	(1,496,699)	(2,068,136)	(1,540,046)	(1,580,716)	(2,464,174)	(1,638,880)	(1,520,287)
<b>Net Cash from Operating Activities</b>	<b>5,687,246</b>	<b>5,942,757</b>	<b>291,130</b>	<b>5,138,250</b>	<b>4,289,912</b>	<b>4,669,238</b>	<b>4,920,642</b>	<b>5,235,732</b>	<b>5,493,272</b>	<b>5,831,493</b>	<b>5,856,273</b>	<b>6,214,694</b>	<b>6,527,067</b>	<b>6,919,759</b>	<b>7,256,082</b>

## Shire of Northam

### Forecast Statement of Financial Position For the period 2022 - 2033

BALANCE SHEET	2018-19	2019-20	Base	1	2	3	4	5	6	7	8	9	10	11	12
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>CURRENT ASSETS</b>															
Unrestricted Cash and Equivalents	3,107,886	5,769,032	898,000	1,930,445	1,768,748	1,767,915	1,801,427	1,827,238	1,813,794	1,806,461	1,880,240	2,116,312	1,868,399	1,898,440	1,883,421
Restricted Cash and Cash Equivalent	5,015,888	4,099,141	3,372,857	3,410,782	3,485,081	2,843,863	2,978,478	3,235,098	3,772,385	3,252,215	2,781,760	2,816,927	2,823,148	2,908,908	2,994,725
Non-Cash Investments	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Trade and Other Receivables	5,258,217	3,472,851	3,220,631	3,221,300	3,221,989	3,222,701	3,223,436	3,211,892	3,199,781	3,199,781	3,199,781	3,199,781	3,199,781	3,199,781	3,199,781
Inventories	-	-	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000
<b>TOTAL CURRENT ASSETS</b>	<b>13,381,991</b>	<b>13,341,024</b>	<b>7,492,488</b>	<b>8,563,527</b>	<b>8,476,818</b>	<b>7,835,479</b>	<b>8,004,341</b>	<b>8,275,228</b>	<b>8,786,960</b>	<b>8,259,457</b>	<b>7,862,781</b>	<b>8,134,020</b>	<b>7,892,328</b>	<b>8,008,129</b>	<b>8,078,927</b>
<b>NON-CURRENT ASSETS</b>															
Other Receivables	764,424	828,647	609,383	587,864	565,656	542,736	519,081	506,970	506,970	506,970	506,970	506,970	506,970	506,970	506,970
Inventories	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Property Plant and Equipment	60,053,216	57,417,612	58,355,611	58,431,276	57,730,661	56,329,236	55,719,053	55,055,112	54,337,413	55,249,434	54,416,933	53,632,745	52,816,593	51,956,973	51,053,703
Infrastructure	160,465,459	169,891,676	177,891,593	179,195,939	180,424,690	184,504,555	187,968,229	188,985,382	189,913,038	190,955,271	192,904,621	194,484,663	197,590,431	199,914,065	202,331,709
<b>TOTAL NON-CURRENT ASSETS</b>	<b>221,283,099</b>	<b>228,137,935</b>	<b>236,856,587</b>	<b>238,215,079</b>	<b>238,721,007</b>	<b>241,376,527</b>	<b>244,206,363</b>	<b>244,547,464</b>	<b>244,757,421</b>	<b>246,711,675</b>	<b>247,828,524</b>	<b>248,624,378</b>	<b>250,913,994</b>	<b>252,378,008</b>	<b>253,892,382</b>
<b>TOTAL ASSETS</b>	<b>234,665,090</b>	<b>241,478,959</b>	<b>244,349,075</b>	<b>246,778,606</b>	<b>247,197,825</b>	<b>249,212,006</b>	<b>252,210,704</b>	<b>252,822,692</b>	<b>253,544,381</b>	<b>254,971,132</b>	<b>255,691,305</b>	<b>256,758,398</b>	<b>258,806,322</b>	<b>260,386,137</b>	<b>261,971,309</b>
<b>CURRENT LIABILITIES</b>															
Trade and Other Payables	3,658,158	3,566,236	1,958,807	2,958,807	2,958,807	2,958,807	2,958,807	2,958,807	2,958,807	2,958,807	2,958,807	2,958,807	2,958,807	2,958,807	2,958,807
Current Portion of Long-term Liabilities	279,985	345,975	361,212	509,136	565,727	582,948	645,179	690,602	711,258	732,716	698,561	720,769	583,140	596,354	609,873
Provisions	1,207,425	1,252,838	1,052,838	1,052,838	1,052,838	1,052,838	1,052,838	1,052,838	1,052,838	1,052,838	1,052,838	1,052,838	1,052,838	1,052,838	1,052,838
<b>TOTAL CURRENT LIABILITIES</b>	<b>5,145,568</b>	<b>5,165,049</b>	<b>3,372,857</b>	<b>4,520,781</b>	<b>4,577,372</b>	<b>4,594,593</b>	<b>4,656,824</b>	<b>4,702,247</b>	<b>4,722,903</b>	<b>4,744,361</b>	<b>4,710,206</b>	<b>4,732,414</b>	<b>4,594,785</b>	<b>4,607,999</b>	<b>4,621,518</b>
<b>NON-CURRENT LIABILITIES</b>															
Long-term Borrowings	2,000,696	6,058,528	9,522,548	8,504,276	7,881,958	7,281,789	7,574,379	6,819,453	6,079,630	5,329,377	4,612,124	3,871,432	3,267,059	2,670,705	2,060,832
Provisions	443,857	390,850	389,838	389,838	389,838	389,838	389,838	389,838	389,838	389,838	389,838	389,838	389,838	389,838	389,838
<b>TOTAL NON-CURRENT LIABILITIES</b>	<b>2,444,553</b>	<b>6,449,378</b>	<b>9,912,386</b>	<b>8,894,114</b>	<b>8,271,796</b>	<b>7,671,627</b>	<b>7,964,217</b>	<b>7,209,291</b>	<b>6,469,468</b>	<b>5,719,215</b>	<b>5,001,962</b>	<b>4,261,270</b>	<b>3,656,897</b>	<b>3,060,543</b>	<b>2,450,670</b>
<b>TOTAL LIABILITIES</b>	<b>7,590,121</b>	<b>11,614,427</b>	<b>13,285,243</b>	<b>13,414,895</b>	<b>12,849,168</b>	<b>12,266,220</b>	<b>12,621,041</b>	<b>11,911,538</b>	<b>11,192,371</b>	<b>10,463,576</b>	<b>9,712,168</b>	<b>8,993,684</b>	<b>8,251,682</b>	<b>7,668,542</b>	<b>7,072,188</b>
<b>NET ASSETS</b>	<b>227,074,969</b>	<b>229,864,532</b>	<b>231,063,832</b>	<b>233,363,711</b>	<b>234,348,657</b>	<b>236,945,786</b>	<b>239,589,663</b>	<b>240,911,154</b>	<b>242,352,010</b>	<b>244,507,556</b>	<b>245,979,137</b>	<b>247,764,714</b>	<b>250,554,640</b>	<b>252,717,595</b>	<b>254,899,121</b>
<b>EQUITY</b>															
Retained Surplus	108,080,070	112,498,947	113,711,964	115,953,918	116,864,565	120,102,912	122,592,174	123,657,046	124,560,615	127,236,331	129,128,367	130,828,777	133,612,482	135,689,678	137,785,387
Reserves - Cash Backed	5,015,888	3,386,574	3,372,857	3,430,782	3,505,081	2,863,863	3,018,478	3,275,098	3,812,385	3,292,215	2,871,760	2,956,927	2,963,148	3,048,908	3,134,725
Reserves - Revaluation	113,979,011	113,979,011	113,979,011	113,979,011	113,979,011	113,979,011	113,979,011	113,979,011	113,979,010	113,979,011	113,979,011	113,979,011	113,979,011	113,979,011	113,979,011
<b>TOTAL EQUITY</b>	<b>227,074,969</b>	<b>229,864,532</b>	<b>231,063,832</b>	<b>233,363,711</b>	<b>234,348,657</b>	<b>236,945,786</b>	<b>239,589,663</b>	<b>240,911,155</b>	<b>242,352,010</b>	<b>244,507,557</b>	<b>245,979,138</b>	<b>247,764,715</b>	<b>250,554,641</b>	<b>252,717,597</b>	<b>254,899,123</b>

## Key Capital Projects

Capital Expenditure Summary															Funding					
Source	Class	Project	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	Total Expenditure	Grant	Reserve	Debt	Other	Total
Wundowie Community Plan	Other Infrastructure	Wundowie Swimming Pool			2,000,000										2,000,000	- 650,000	- 1,000,000	-	- 350,000	- 2,000,000
Wundowie Community Plan	Buildings	Wundowie Pavilion							1,700,000						1,700,000	- 550,000	- 711,500		- 438,500	- 1,700,000
Corporate Business Plan	Buildings	Administration Centre	651,380												651,380	- 651,380				- 651,380
Corporate Business Plan	Other Infrastructure	CBD Improvement Works	100,000	100,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000	950,000				- 950,000	- 950,000
Not Applicable	Furniture & Equipment	Renewal/upgrades	10,000	10,000	10,000	15,000	15,000	15,000	20,000	20,000	20,000	20,000	20,000	20,000	195,000				- 195,000	- 195,000
Building Asset Management Plan	Buildings	Renewal/upgrades	425,000	500,000	550,000	690,000	690,000	690,000	700,000	710,000	720,000	730,000	740,000	750,000	7,895,000				- 7,895,000	- 7,895,000
Airport Master Plan	Buildings	Toilets	150,000												150,000	- 75,000			- 75,000	- 150,000
Airport Master Plan	Other Infrastructure	Lot Development	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	120,000				- 120,000	- 120,000
Transport Asset Management Plan	Roads	Roads Program	3,142,348	3,211,480	3,282,132	3,354,339	3,428,135	3,503,554	3,580,632	3,659,406	3,739,913	3,822,191	3,906,279	3,992,220	42,622,626	-23,987,041			- 18,635,585	- 42,622,626
Transport Asset Management Plan	Drainage	Drainage Program	597,000	597,000	597,000	597,000	597,000	597,000	597,000	597,000	597,000	597,000	597,000	597,000	7,164,000				- 7,164,000	- 7,164,000
Transport Asset Management Plan	Footpaths	Footpath Program	250,000	250,000	250,000	250,000	250,000	260,000	270,000	280,000	290,000	300,000	310,000	320,000	3,280,000				- 3,280,000	- 3,280,000
Transport Asset Management Plan	Bridges	Bridges Renewal			900,000										900,000	- 900,000				- 900,000
POS & Parks Asset Management Plan	Parks Infrastructure	POS and Parks Improvements	240,671	157,913	243,870	94,114	178,040	108,519	245,705	240,182	303,774	196,740	401,419	345,000	2,755,947				- 2,755,947	- 2,755,947
Plant replacement Program	Plant	Plant Replacement	800,000	800,000	800,000	800,000	800,000	800,000	800,000	800,000	800,000	800,000	800,000	800,000	9,600,000				- 9,600,000	- 9,600,000
Growth Plan	Other Infrastructure	Expansion Water Reuse Scheme				2,500,000									2,500,000	- 1,500,000		- 1,000,000		- 2,500,000
Growth Plan	Other Infrastructure	Urban Renewal								950,000	550,000				1,500,000		- 507,850		- 992,150	- 1,500,000
CBD Plan	Other Infrastructure	CBD Underground Power										2,000,000			2,000,000	- 1,000,000			- 1,000,000	- 2,000,000
N/A	Other Infrastructure	Other Non Allocated Expenditure										240,000	1,300,000	1,500,000	3,040,000				- 3,040,000	- 3,040,000
<b>Total</b>			<b>6,376,399</b>	<b>5,636,393</b>	<b>8,718,002</b>	<b>8,385,453</b>	<b>6,043,175</b>	<b>6,059,073</b>	<b>7,998,337</b>	<b>7,341,588</b>	<b>7,105,687</b>	<b>8,790,931</b>	<b>8,159,698</b>	<b>8,409,220</b>	<b>89,023,953</b>	<b>-29,313,421</b>	<b>- 2,219,350</b>	<b>- 1,000,000</b>	<b>-56,491,182</b>	<b>- 89,023,953</b>

**Shire of Northam**  
Infrastructure Forecast  
For the period 2022 - 2033

	Base	1	2	3	4	5	6	7	8	9	10	11	12
		2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33
Line		\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>Total - Infrastructure</b>													
Infrastructure at cost/valuation	187,032,465	191,372,484	195,698,877	203,056,879	209,937,332	214,475,507	219,029,579	223,807,916	229,619,503	235,185,190	242,426,121	249,025,818	255,865,035
Accumulated Depreciation Infrastructure	( 9,140,872)	( 12,176,545)	( 15,274,187)	( 18,552,324)	( 21,969,103)	( 25,490,125)	( 29,116,541)	( 32,852,645)	( 36,714,882)	( 40,700,527)	( 44,835,690)	( 49,111,753)	( 53,533,326)
<b>Total - Infrastructure</b>	<b>177,891,593</b>	<b>179,195,939</b>	<b>180,424,690</b>	<b>184,504,555</b>	<b>187,968,229</b>	<b>188,985,382</b>	<b>189,913,038</b>	<b>190,955,271</b>	<b>192,904,621</b>	<b>194,484,663</b>	<b>197,590,431</b>	<b>199,914,065</b>	<b>202,331,709</b>
Additions - Assets at no cost	0	0	0	0	0	0	0	0	0	0	0	0	0
Additions - Expansion, Upgrades and New	0	666,240	591,525	2,685,701	3,044,345	636,856	576,109	722,262	1,675,904	1,348,861	2,941,399	2,215,861	2,369,440
Additions - Renewal	0	3,673,779	3,734,868	4,672,301	3,836,108	3,901,318	3,977,963	4,056,074	4,135,684	4,216,825	4,299,531	4,383,837	4,469,777
<b>Total Additions</b>	<b>0</b>	<b>4,340,019</b>	<b>4,326,393</b>	<b>7,358,002</b>	<b>6,880,453</b>	<b>4,538,175</b>	<b>4,554,073</b>	<b>4,778,337</b>	<b>5,811,588</b>	<b>5,565,687</b>	<b>7,240,931</b>	<b>6,599,698</b>	<b>6,839,217</b>
NBV of Disposals	0	0	0	0	0	0	0	0	0	0	0	0	0
Write offs	0	0	0	0	0	0	0	0	0	0	0	0	0
Depreciation Expense	0	( 3,035,673)	( 3,097,642)	( 3,278,137)	( 3,416,779)	( 3,521,022)	( 3,626,416)	( 3,736,104)	( 3,862,237)	( 3,985,645)	( 4,135,163)	( 4,276,063)	( 4,421,573)
<b>Line Infrastructure</b>		\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
1 Roads Formation - Cost/Mngt Valuation	21,880,960	21,880,960	21,880,960	21,880,960	21,880,960	21,880,960	21,880,960	21,880,960	21,880,960	21,880,960	21,880,960	21,880,960	21,880,960
Additions - Assets at no cost													
Additions - Expansion, Upgrades and New													
Additions - Renewal													
Disposals - Cost													
Disposals - Accum Depr (enter as negative)													
Write offs													
Roads Formation - Cost/Mngt Valuation Closing Balance	21,880,960	21,880,960	21,880,960	21,880,960	21,880,960	21,880,960	21,880,960	21,880,960	21,880,960	21,880,960	21,880,960	21,880,960	21,880,960
Accum. Deprec. -Roads Formation - Cost/Mngt Valuation	0	0	0	0	0	0	0	0	0	0	0	0	0
Depreciation Rate		0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Depreciation Expense		0	0	0	0	0	0	0	0	0	0	0	0
Accum. Deprec. -Roads Formation - Cost/Mngt Valuation Closi	0	0	0	0	0	0	0	0	0	0	0	0	0
Roads Pavement - Cost/Mngt Valuation	39,867,328	39,867,328	41,277,381	42,718,455	44,191,233	45,696,412	47,234,705	48,806,840	50,413,562	52,055,632	53,733,828	55,448,944	57,201,793
Additions - Assets at no cost													
Additions - Expansion, Upgrades and New		365,569	373,612	381,831	390,231	398,816	407,590	416,557	425,722	435,087	444,659	454,442	464,440
Additions - Renewal		1,044,484	1,067,463	1,090,947	1,114,948	1,139,477	1,164,545	1,190,165	1,216,349	1,243,108	1,270,457	1,298,407	1,326,972
Disposals - Cost													
Disposals - Accum Depr (enter as negative)													
Write offs													
Roads Pavement - Cost/Mngt Valuation Closing Balance	39,867,328	41,277,381	42,718,455	44,191,233	45,696,412	47,234,705	48,806,840	50,413,562	52,055,632	53,733,828	55,448,944	57,201,793	58,993,204
Accum. Deprec. -Roads Pavement - Cost/Mngt Valuation	(1,487,385)	(1,487,385)	(2,003,352)	(2,537,333)	(3,089,723)	(3,660,928)	(4,251,362)	(4,861,448)	(5,491,618)	(6,142,313)	(6,813,986)	(7,507,098)	(8,222,120)
Depreciation Rate		1.25%	1.25%	1.25%	1.25%	1.25%	1.25%	1.25%	1.25%	1.25%	1.25%	1.25%	1.25%
Depreciation Expense		(515,967)	(533,981)	(552,390)	(571,205)	(590,434)	(610,086)	(630,170)	(650,695)	(671,673)	(693,112)	(715,022)	(737,415)
Accum. Deprec. -Roads Pavement - Cost/Mngt Valuation Closi	(1,487,385)	(2,003,352)	(2,537,333)	(3,089,723)	(3,660,928)	(4,251,362)	(4,861,448)	(5,491,618)	(6,142,313)	(6,813,986)	(7,507,098)	(8,222,120)	(8,959,535)
Roads Seal - Cost/Mngt Valuation	29,475,137	29,475,137	31,207,432	32,977,837	34,787,192	36,636,352	38,526,194	40,457,612	42,431,522	44,448,857	46,510,574	48,617,648	50,771,079
Additions - Assets at no cost													
Additions - Expansion, Upgrades and New													
Additions - Renewal		1,732,295	1,770,405	1,809,354	1,849,160	1,889,842	1,931,418	1,973,909	2,017,335	2,061,717	2,107,075	2,153,430	2,200,806
Disposals - Cost													
Disposals - Accum Depr (enter as negative)													
Write offs													
Roads Seal - Cost/Mngt Valuation Closing Balance	29,475,137	31,207,432	32,977,837	34,787,192	36,636,352	38,526,194	40,457,612	42,431,522	44,448,857	46,510,574	48,617,648	50,771,079	52,971,884
Accum. Deprec. -Roads Seal - Cost/Mngt Valuation	(3,175,024)	(3,175,024)	(4,270,405)	(5,390,987)	(6,612,017)	(7,897,953)	(9,250,222)	(10,670,284)	(12,159,630)	(13,719,785)	(15,352,306)	(17,058,785)	(18,840,850)
Depreciation Rate		3.51%	3.51%	3.51%	3.51%	3.51%	3.51%	3.51%	3.51%	3.51%	3.51%	3.51%	3.51%
Depreciation Expense		(1,095,381)	(1,120,582)	(1,221,030)	(1,285,936)	(1,352,269)	(1,420,062)	(1,489,346)	(1,560,155)	(1,632,521)	(1,706,479)	(1,782,065)	(1,859,313)
Accum. Deprec. -Roads Seal - Cost/Mngt Valuation Closing Bal	(3,175,024)	(4,270,405)	(5,390,987)	(6,612,017)	(7,897,953)	(9,250,222)	(10,670,284)	(12,159,630)	(13,719,785)	(15,352,306)	(17,058,785)	(18,840,850)	(20,700,163)
2 Footpaths - Cost/Mngt Valuation	5,437,301	5,437,301	5,687,301	5,937,301	6,187,301	6,437,301	6,687,301	6,947,301	7,217,301	7,497,301	7,787,301	8,087,301	8,397,301
Additions - Assets at no cost													
Additions - Expansion, Upgrades and New		50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000
Additions - Renewal		200,000	200,000	200,000	200,000	200,000	210,000	220,000	230,000	240,000	250,000	260,000	270,000
Disposals - Cost													
Disposals - Accum Depr (enter as negative)													
Write offs													
Footpaths - Cost/Mngt Valuation Closing Balance	5,437,301	5,687,301	5,937,301	6,187,301	6,437,301	6,687,301	6,947,301	7,217,301	7,497,301	7,787,301	8,087,301	8,397,301	8,717,301
3 Accum. Deprec. -Footpaths - Cost/Mngt Valuation	(464,780)	(464,780)	(642,224)	(827,468)	(1,020,512)	(1,221,356)	(1,430,000)	(1,646,756)	(1,871,936)	(2,105,852)	(2,348,816)	(2,601,140)	(2,863,136)
Depreciation Rate		3.12%	3.12%	3.12%	3.12%	3.12%	3.12%	3.12%	3.12%	3.12%	3.12%	3.12%	3.12%
Depreciation Expense	0	(177,444)	(185,244)	(193,044)	(200,844)	(208,644)	(216,756)	(225,180)	(233,916)	(242,964)	(252,324)	(261,996)	(271,980)
Accum. Deprec. -Footpaths - Cost/Mngt Valuation Closing Bala	(464,780)	(642,224)	(827,468)	(1,020,512)	(1,221,356)	(1,430,000)	(1,646,756)	(1,871,936)	(2,105,852)	(2,348,816)	(2,601,140)	(2,863,136)	(3,135,116)

**Shire of Northam**  
Infrastructure Forecast  
For the period 2022 - 2033

	Base	1	2	3	4	5	6	7	8	9	10	11	12
		2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33
Line		\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>Total - Infrastructure</b>													
Infrastructure at cost/valuation	187,032,465	191,372,484	195,698,877	203,056,879	209,937,332	214,475,507	219,029,579	223,807,916	229,619,503	235,185,190	242,426,121	249,025,818	255,865,035
Accumulated Depreciation Infrastructure	( 9,140,872)	( 12,176,545)	( 15,274,187)	( 18,552,324)	( 21,969,103)	( 25,490,125)	( 29,116,541)	( 32,852,645)	( 36,714,882)	( 40,700,527)	( 44,835,690)	( 49,111,753)	( 53,533,326)
<b>Total - Infrastructure</b>	<b>177,891,593</b>	<b>179,195,939</b>	<b>180,424,690</b>	<b>184,504,555</b>	<b>187,968,229</b>	<b>188,985,382</b>	<b>189,913,038</b>	<b>190,955,271</b>	<b>192,904,621</b>	<b>194,484,663</b>	<b>197,590,431</b>	<b>199,914,065</b>	<b>202,331,709</b>
Additions - Assets at no cost	0	0	0	0	0	0	0	0	0	0	0	0	0
Additions - Expansion, Upgrades and New	0	666,240	591,525	2,685,701	3,044,345	636,856	576,109	722,262	1,675,904	1,348,861	2,941,399	2,215,861	2,369,440
Additions - Renewal	0	3,673,779	3,734,868	4,672,301	3,836,108	3,901,318	3,977,963	4,056,074	4,135,684	4,216,825	4,299,531	4,383,837	4,469,777
<b>Total Additions</b>	<b>0</b>	<b>4,340,019</b>	<b>4,326,393</b>	<b>7,358,002</b>	<b>6,880,453</b>	<b>4,538,175</b>	<b>4,554,073</b>	<b>4,778,337</b>	<b>5,811,588</b>	<b>5,565,687</b>	<b>7,240,931</b>	<b>6,599,698</b>	<b>6,839,217</b>
NBV of Disposals	0	0	0	0	0	0	0	0	0	0	0	0	0
Write offs	0	0	0	0	0	0	0	0	0	0	0	0	0
Depreciation Expense	0	( 3,035,673)	( 3,097,642)	( 3,278,137)	( 3,416,779)	( 3,521,022)	( 3,626,416)	( 3,736,104)	( 3,862,237)	( 3,985,645)	( 4,135,163)	( 4,276,063)	( 4,421,573)
<b>Line Infrastructure</b>		\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
4 Drainage - Cost	15,131,612	15,131,612	15,728,612	16,325,612	16,922,612	17,519,612	18,116,612	18,713,612	19,310,612	19,907,612	20,504,612	21,101,612	21,698,612
Additions - Assets at no cost													
Additions - Expansion, Upgrades and New													
Additions - Renewal		597,000	597,000	597,000	597,000	597,000	597,000	597,000	597,000	597,000	597,000	597,000	597,000
Disposals - Cost													
Disposals - Accum Depr (enter as negative)													
Write offs													
Drainage - Cost Closing Balance	15,131,612	15,728,612	16,325,612	16,922,612	17,519,612	18,116,612	18,713,612	19,310,612	19,907,612	20,504,612	21,101,612	21,698,612	22,295,612
5 Accum. Deprec. -Drainage - Cost	(388,221)	(388,221)	(572,246)	(763,256)	(961,251)	(1,166,230)	(1,378,194)	(1,597,143)	(1,823,077)	(2,055,996)	(2,295,900)	(2,542,789)	(2,796,663)
Depreciation Rate		1.17%	1.17%	1.17%	1.17%	1.17%	1.17%	1.17%	1.17%	1.17%	1.17%	1.17%	1.17%
Depreciation Expense	0	(184,025)	(191,010)	(197,995)	(204,979)	(211,964)	(218,949)	(225,934)	(232,919)	(239,904)	(246,889)	(253,874)	(260,859)
Accum. Deprec. -Drainage - Cost Closing Balance	(388,221)	(572,246)	(763,256)	(961,251)	(1,166,230)	(1,378,194)	(1,597,143)	(1,823,077)	(2,055,996)	(2,295,900)	(2,542,789)	(2,796,663)	(3,057,522)
6 Infrastructure Other - Cost	33,501,627	33,501,627	33,842,298	34,100,211	36,419,081	39,088,195	39,341,235	39,524,754	39,845,459	41,110,641	42,039,415	44,551,155	46,327,574
Additions - Assets at no cost													
Additions - Expansion, Upgrades and New		240,671	157,913	2,243,870	2,594,114	178,040	108,519	245,705	1,190,182	853,774	2,436,740	1,701,419	1,845,000
Additions - Renewal		100,000	100,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000
Disposals - Cost													
Disposals - Accum Depr (enter as negative)													
Write offs													
Infrastructure Other - Cost Closing Balance	33,501,627	33,842,298	34,100,211	36,419,081	39,088,195	39,341,235	39,524,754	39,845,459	41,110,641	42,039,415	44,551,155	46,327,574	48,247,574
7 Accum. Deprec. -Infrastructure Other - Cost	(2,031,298)	(2,031,298)	(2,538,932)	(3,050,435)	(3,596,721)	(4,183,044)	(4,773,163)	(5,366,034)	(5,963,716)	(6,580,376)	(7,210,967)	(7,879,234)	(8,574,148)
Depreciation Rate		1.50%	1.50%	1.50%	1.50%	1.50%	1.50%	1.50%	1.50%	1.50%	1.50%	1.50%	1.50%
Depreciation Expense	0	(507,634)	(511,503)	(546,286)	(586,323)	(590,119)	(592,871)	(597,682)	(616,660)	(630,591)	(668,267)	(694,914)	(723,714)
Accum. Deprec. -Infrastructure Other - Cost Closing Balance	(2,031,298)	(2,538,932)	(3,050,435)	(3,596,721)	(4,183,044)	(4,773,163)	(5,366,034)	(5,963,716)	(6,580,376)	(7,210,967)	(7,879,234)	(8,574,148)	(9,297,862)
8 Bridges & Culverts	41,738,500	41,738,500	41,738,500	41,738,500	42,638,500	42,638,500	42,638,500	42,638,500	42,638,500	42,638,500	42,638,500	42,638,500	42,638,500
Additions - Assets at no cost													
Additions - Expansion, Upgrades and New													
Additions - Renewal				900,000									
Disposals - Cost													
Disposals - Accum Depr (enter as negative)													
Write offs													
Bridges & Culverts Closing Balance	41,738,500	41,738,500	41,738,500	42,638,500	42,638,500	42,638,500	42,638,500	42,638,500	42,638,500	42,638,500	42,638,500	42,638,500	42,638,500
9 Accum. Deprec. -Bridges & Culverts	(1,594,164)	(1,594,164)	(2,149,286)	(2,704,408)	(3,271,500)	(3,838,592)	(4,405,684)	(4,972,776)	(5,539,868)	(6,106,960)	(6,674,052)	(7,241,144)	(7,808,236)
Depreciation Rate		1.33%	1.33%	1.33%	1.33%	1.33%	1.33%	1.33%	1.33%	1.33%	1.33%	1.33%	1.33%
Depreciation Expense	0	(555,122)	(555,122)	(567,092)	(567,092)	(567,092)	(567,092)	(567,092)	(567,092)	(567,092)	(567,092)	(567,092)	(567,092)
Accum. Deprec. -Bridges & Culverts Closing Balance	(1,594,164)	(2,149,286)	(2,704,408)	(3,271,500)	(3,838,592)	(4,405,684)	(4,972,776)	(5,539,868)	(6,106,960)	(6,674,052)	(7,241,144)	(7,808,236)	(8,375,328)
10 Airport Lot development	0	-	10,000	20,000	30,000	40,000	50,000	60,000	70,000	80,000	90,000	100,000	110,000
Additions - Assets at no cost													
Additions - Expansion, Upgrades and New		10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
Additions - Renewal													
Disposals - Cost													
Disposals - Accum Depr (enter as negative)													
Write offs													
Airport Lot development Closing Balance	0	10,000	20,000	30,000	40,000	50,000	60,000	70,000	80,000	90,000	100,000	110,000	120,000
11 Accum. Deprec. -Airport Lot development	0	0	(100)	(300)	(600)	(1,000)	(1,500)	(2,100)	(2,800)	(3,600)	(4,500)	(5,500)	(6,600)
Depreciation Rate		1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%
Depreciation Expense	0	(100)	(200)	(300)	(400)	(500)	(600)	(700)	(800)	(900)	(1,000)	(1,100)	(1,200)
Accum. Deprec. -Airport Lot development Closing Balance	0	(100)	(300)	(600)	(1,000)	(1,500)	(2,100)	(2,800)	(3,600)	(4,500)	(5,500)	(6,600)	(7,800)

**Shire of Northam**  
**Property Plant and Equipment Forecast**  
For the period 2022 - 2033

	Base	1 2021-22	2 2022-23	3 2023-24	4 2024-25	5 2025-26	6 2026-27	7 2027-28	8 2028-29	9 2029-30	10 2030-31	11 2031-32	12 2032-33
<b>Line Total - Property Plant and Equipment</b>		\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Property Plant and Equipment at cost/valuation	64,432,709	66,169,089	67,179,089	67,539,089	68,744,089	69,949,089	71,154,089	74,074,089	75,304,089	76,544,089	77,794,089	79,054,089	80,324,089
Accumulated Depreciation Property Plant and Equipment	( 6,077,098)	( 7,737,813)	( 9,448,428)	( 11,209,853)	( 13,025,036)	( 14,893,977)	( 16,816,676)	( 18,824,655)	( 20,887,156)	( 22,911,344)	( 24,977,496)	( 27,097,116)	( 29,270,386)
<b>Total - Property Plant and Equipment</b>	<b>58,355,611</b>	<b>58,431,276</b>	<b>57,730,661</b>	<b>56,329,236</b>	<b>55,719,053</b>	<b>55,055,112</b>	<b>54,337,413</b>	<b>55,249,434</b>	<b>54,416,933</b>	<b>53,632,745</b>	<b>52,816,593</b>	<b>51,956,973</b>	<b>51,053,703</b>
Additions - Assets at no cost	0	0	0	0	0	0	0	0	0	0	0	0	0
Additions - Expansion, Upgrades and New	0	801,380	0	0	0	0	0	1,700,000	0	0	0	0	0
Additions - Renewal	0	1,235,000	1,310,000	1,360,000	1,505,000	1,505,000	1,505,000	1,520,000	1,530,000	1,540,000	1,550,000	1,560,000	1,570,000
<b>Total Additions</b>	<b>0</b>	<b>2,036,380</b>	<b>1,310,000</b>	<b>1,360,000</b>	<b>1,505,000</b>	<b>1,505,000</b>	<b>1,505,000</b>	<b>3,220,000</b>	<b>1,530,000</b>	<b>1,540,000</b>	<b>1,550,000</b>	<b>1,560,000</b>	<b>1,570,000</b>
NBV of Disposals	0	300,000	300,000	1,000,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000
Write offs	0	0	0	0	0	0	0	0	0	0	0	0	0
Depreciation Expense	0	( 1,660,715)	( 1,710,615)	( 1,761,425)	( 1,815,183)	( 1,868,941)	( 1,922,699)	( 2,007,979)	( 2,062,501)	( 2,024,188)	( 2,066,152)	( 2,119,620)	( 2,173,270)
<b>Line Property Plant and Equipment</b>		\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
1 Land	11,508,256	11,508,256	11,508,256	11,508,256	10,808,256	10,808,256	10,808,256	10,808,256	10,808,256	10,808,256	10,808,256	10,808,256	10,808,256
Additions - Assets at no cost													
Additions - Expansion, Upgrades and New													
Additions - Renewal													
Disposals - Cost				700,000									
Disposals - Accum Depr (enter as negative)													
Write offs													
Land Closing Balance	11,508,256	11,508,256	11,508,256	10,808,256	10,808,256	10,808,256	10,808,256	10,808,256	10,808,256	10,808,256	10,808,256	10,808,256	10,808,256
2 Buildings	42,659,583	42,659,583	43,885,963	44,385,963	44,935,963	45,625,963	46,315,963	47,005,963	49,405,963	50,115,963	50,835,963	51,565,963	52,305,963
Additions - Assets at no cost													
Additions - Expansion, Upgrades and New		801,380						1,700,000					
Additions - Renewal		425,000	500,000	550,000	690,000	690,000	690,000	700,000	710,000	720,000	730,000	740,000	750,000
Disposals - Cost													
Disposals - Accum Depr (enter as negative)													
Write offs													
Buildings Closing Balance	42,659,583	43,885,963	44,385,963	44,935,963	45,625,963	46,315,963	47,005,963	49,405,963	50,115,963	50,835,963	51,565,963	52,305,963	53,055,963
3 Accum. Deprec. -Buildings	(3,115,826)	(3,115,826)	(3,914,551)	(4,722,376)	(5,540,211)	(6,370,604)	(7,213,555)	(8,069,064)	(8,968,253)	(9,880,364)	(10,805,579)	(11,744,080)	(12,696,049)
Depreciation Rate		1.82%	1.82%	1.82%	1.82%	1.82%	1.82%	1.82%	1.82%	1.82%	1.82%	1.82%	1.82%
Depreciation Expense		(798,725)	(807,825)	(817,835)	(830,393)	(842,951)	(855,509)	(899,189)	(912,111)	(925,215)	(938,501)	(951,969)	(965,619)
Accum. Deprec. -Buildings Closing Balance	(3,115,826)	(3,914,551)	(4,722,376)	(5,540,211)	(6,370,604)	(7,213,555)	(8,069,064)	(8,968,253)	(9,880,364)	(10,805,579)	(11,744,080)	(12,696,049)	(13,661,668)
4 Furniture and Equipment - Cost	1,419,238	1,419,238	1,429,238	1,439,238	1,449,238	1,464,238	1,479,238	1,494,238	1,514,238	1,534,238	1,554,238	1,574,238	1,594,238
Additions - Assets at no cost													
Additions - Expansion, Upgrades and New													
Additions - Renewal		10,000	10,000	10,000	15,000	15,000	15,000	20,000	20,000	20,000	20,000	20,000	20,000
Disposals - Cost													
Disposals - Accum Depr (enter as negative)													
Write offs													
Furniture and Equipment - Cost Closing Balance	1,419,238	1,429,238	1,439,238	1,449,238	1,464,238	1,479,238	1,494,238	1,514,238	1,534,238	1,554,238	1,574,238	1,594,238	1,614,238
5 Accum. Deprec. -Furniture and Equipment - Cost	(578,604)	(578,604)	(692,943)	(808,082)	(924,021)	(1,041,160)	(1,159,499)	(1,279,038)	(1,400,177)	(1,522,916)	(1,554,238)	(1,574,238)	(1,594,238)
Depreciation Rate		8.00%	8.00%	8.00%	8.00%	8.00%	8.00%	8.00%	8.00%	8.00%	8.00%	8.00%	8.00%
Depreciation Expense		(114,339)	(115,139)	(115,939)	(117,139)	(118,339)	(119,539)	(121,139)	(122,739)	(124,339)	(125,939)	(127,539)	(129,139)
Accum. Deprec. -Furniture and Equipment - Cost Closing Balance	(578,604)	(692,943)	(808,082)	(924,021)	(1,041,160)	(1,159,499)	(1,279,038)	(1,400,177)	(1,522,916)	(1,554,238)	(1,574,238)	(1,594,238)	(1,614,238)
6 Plant and Equipment - Cost	8,845,632	8,845,632	9,345,632	9,845,632	10,345,632	10,845,632	11,345,632	11,845,632	12,345,632	12,845,632	13,345,632	13,845,632	14,345,632
Additions - Assets at no cost													
Additions - Expansion, Upgrades and New													
Additions - Renewal		800,000	800,000	800,000	800,000	800,000	800,000	800,000	800,000	800,000	800,000	800,000	800,000
Disposals - Cost		300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000
Disposals - Accum Depr (enter as negative)													
Write offs													
Plant and Equipment - Cost Closing Balance	8,845,632	9,345,632	9,845,632	10,345,632	10,845,632	11,345,632	11,845,632	12,345,632	12,845,632	13,345,632	13,845,632	14,345,632	14,845,632
7 Accum. Deprec. -Plant and Equipment - Cost	(2,382,668)	(2,382,668)	(3,130,319)	(3,917,970)	(4,745,621)	(5,613,272)	(6,520,923)	(7,468,574)	(8,456,225)	(9,483,876)	(10,551,527)	(11,659,178)	(12,806,829)
Depreciation Rate		8.00%	8.00%	8.00%	8.00%	8.00%	8.00%	8.00%	8.00%	8.00%	8.00%	8.00%	8.00%
Depreciation Expense		(747,651)	(787,651)	(827,651)	(867,651)	(907,651)	(947,651)	(987,651)	(1,027,651)	(1,067,651)	(1,107,651)	(1,147,651)	(1,187,651)
Accum. Deprec. -Plant and Equipment - Cost Closing Balance	(2,382,668)	(3,130,319)	(3,917,970)	(4,745,621)	(5,613,272)	(6,520,923)	(7,468,574)	(8,456,225)	(9,483,876)	(10,551,527)	(11,659,178)	(12,806,829)	(13,994,480)
8 Insert Details	0	-	-	-	-	-	-	-	-	-	-	-	-

**Shire of Northam**  
Reserves Forecast  
For the period 2022 - 2033

[Reserves Input](#)

				1	2	3	4	5	6	7	8	9	10	11	12
			Base	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33
					\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<i>Line</i>	<i>Reserve Name/Purpose</i>	<i>Interest Reinvested (Y,N)</i>	<i>Opening Balance \$</i>	<i>Closing Reserve Balances</i>											
1	Employee Liability Reserve	Y	984,584	990,984	997,425	1,003,908	1,010,433	1,017,001	1,023,612	1,030,265	1,036,962	1,043,702	1,050,486	1,057,314	1,064,187
2	Urban Renewal Reserve	Y	-			100,000	100,650	101,304	401,962	504,575					
3	Wundowie Pavilion Reserve	Y	-			200,000	301,300	553,258	706,854						
6	Plant & Equipment Reserve	Y	121,114	121,901	122,693	123,491	124,294	125,102	125,915	126,733	127,557	128,386	129,221	130,061	130,906
7	Election Reserve	Y	-		16,000	16,104	16,209	16,314	16,420	17,027	17,138	17,749	17,864	18,480	18,600
9	Refuse Sites Reserve	Y	351,310	373,594	396,022	418,596	441,317	494,186	547,398	600,956	654,862	709,119	763,728	818,692	874,013
10	Speedway Reserve	Y	151,160	152,143	153,132	154,127	155,129	156,137	157,152	158,173	159,201	160,236	161,278	162,326	163,381
11	Septage Ponds Reserve	Y	269,482	271,234	272,997	274,771	276,557	278,355	280,164	281,985	283,818	285,663	287,520	289,389	291,270
12	Killara Reserve	Y	439,869	442,728	445,606	448,502	451,417	454,351	457,304	460,276	463,268	466,279	469,310	472,361	475,431
13	Recreation and Community Facilities Reserve	Y	-	1,059,245	1,066,130	73,060	73,535	74,013	74,494	74,978	75,465	75,956	76,450	76,947	77,447
14	Re-valuation Reserve	Y	2,934	18,953	35,076	51,304	67,637	5,077	21,110	37,247	53,489	69,837	7,291	23,338	39,490
15	COVID-19 Reserve	Y	1,052,404												
	<b>Total</b>		<b>3,372,857</b>	<b>3,430,782</b>	<b>3,505,081</b>	<b>2,863,863</b>	<b>3,018,478</b>	<b>3,275,098</b>	<b>3,812,385</b>	<b>3,292,215</b>	<b>2,871,760</b>	<b>2,956,927</b>	<b>2,963,148</b>	<b>3,048,908</b>	<b>3,134,725</b>
	<i>Transfers to/(from) Reserves</i>			36,000	52,000	(680,000)	152,000	221,000	532,000	(561,449)	(425,355)	49,500	4,000	49,000	83,500
	<i>Reserve Interest Reinvested</i>			21,925	22,299	38,782	2,615	35,620	5,287	41,279	4,900	35,667	2,221	36,760	2,317

**Shire of Northam**  
**Loan Balance Outstanding Forecast**  
For the period 2022 - 2033

[Borrowing Input](#)

		Base	1 2021-22 \$	2 2022-23 \$	3 2023-24 \$	4 2024-25 \$	5 2025-26 \$	6 2026-27 \$	7 2027-28 \$	8 2028-29 \$	9 2029-30 \$	10 2030-31 \$	11 2031-32 \$	12 2032-33 \$		
<b>Line</b>	<b>Loan Balance Outstanding</b>	<b>External Support. (Y,N)</b>	<b>Opening Balance</b>											<b>Principal Outstanding (End of Year)</b>		
4	Loan 224 Recreation Facilities	N	719,786	666,660	610,035	549,681	485,353	416,789	343,710	265,819	182,799	94,312	-	-	-	
6	Loan 225 Victoria Oval	N	588,916	545,449	499,120	449,740	397,108	341,310	281,518	217,789	149,864	77,466	-	-	-	
7	Loan 227 Northam Youth Space	N	408,781	361,611	313,369	264,031	213,571	161,964	109,184	55,205	-	-	-	-	-	
9	(New) COVID-19 Response	N	1,464,020	1,423,498	1,340,928	1,256,281	1,169,505	1,080,546	989,349	895,858	800,015	701,761	601,035	497,775	391,917	
12	(New) Northam Works Depot	N	2,000,000	1,888,594	1,774,385	1,657,303	1,537,276	1,414,229	1,288,087	1,158,772	1,026,204	890,301	750,979	608,152	461,732	
14	Loan 228 Northam Swimming Pool Development	N	4,217,782	4,025,187	3,828,954	3,629,015	3,425,299	3,217,736	3,006,252	2,790,773	2,571,224	2,347,528	2,119,607	1,887,381	1,650,769	
15	Loan 219a Northam Bowling Club	Y	123,263	102,413	80,894	58,686	35,766	12,111	-	-	-	-	-	-	-	
	<b>Council Funded Loans</b>		<b>9,399,285</b>	<b>8,910,999</b>	<b>8,366,791</b>	<b>7,806,051</b>	<b>8,183,792</b>	<b>7,497,944</b>	<b>6,790,888</b>	<b>6,062,093</b>	<b>5,310,685</b>	<b>4,592,201</b>	<b>3,850,199</b>	<b>3,267,059</b>	<b>2,670,705</b>	
	<b>Externally Supported Loans (SSL)</b>		<b>123,263</b>	<b>102,413</b>	<b>80,894</b>	<b>58,686</b>	<b>35,766</b>	<b>12,111</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	
	<b>Total</b>		<b>9,522,548</b>	<b>9,013,412</b>	<b>8,447,685</b>	<b>7,864,737</b>	<b>8,219,558</b>	<b>7,510,055</b>	<b>6,790,888</b>	<b>6,062,093</b>	<b>5,310,685</b>	<b>4,592,201</b>	<b>3,850,199</b>	<b>3,267,059</b>	<b>2,670,705</b>	
<b>Treasury Maximum Criteria Ratios</b>																
	Debt Service to Available Operating	10%	3.50%	3.65%	3.54%	3.67%	3.79%	3.62%	3.46%	3.35%	3.04%	2.95%	2.24%	2.17%		
	Gross Debt to Total Revenue	60%	35.2%	35.6%	30.4%	31.0%	29.0%	25.5%	21.6%	18.7%	15.7%	12.4%	10.5%	8.3%		
	Debt Service to Rate Revenue	15%	6.98%	7.22%	6.92%	7.10%	7.25%	6.85%	6.48%	6.21%	5.58%	5.35%	4.03%	3.86%		
	<b>Current Loan Liability</b>		<b>509,136</b>	<b>565,727</b>	<b>582,948</b>	<b>645,179</b>	<b>690,602</b>	<b>711,258</b>	<b>732,716</b>	<b>698,561</b>	<b>720,769</b>	<b>583,140</b>	<b>596,354</b>	<b>609,873</b>		
	<b>Non Current Loan Liability</b>		<b>8,504,276</b>	<b>7,881,958</b>	<b>7,281,789</b>	<b>7,574,379</b>	<b>6,819,453</b>	<b>6,079,630</b>	<b>5,329,377</b>	<b>4,612,124</b>	<b>3,871,432</b>	<b>3,267,059</b>	<b>2,670,705</b>	<b>2,060,832</b>		
	<b>Current Self Supporting Loan Liability</b>		<b>21,519</b>	<b>22,208</b>	<b>22,920</b>	<b>23,655</b>	<b>12,111</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>		
	<b>Non Current Self Supporting Loan Liability</b>		<b>80,894</b>	<b>58,686</b>	<b>35,766</b>	<b>12,111</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>		
	<b>Supported Loans Payments Received during year</b>		<b>20,850</b>	<b>24,606</b>	<b>24,606</b>	<b>24,606</b>	<b>24,606</b>	<b>24,606</b>	<b>12,302</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>		
	<b>Current Externally Supported Loans (SSL)</b>		<b>20,850</b>	<b>21,519</b>	<b>22,208</b>	<b>22,920</b>	<b>23,655</b>	<b>12,111</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>		
	<b>Non-Current Externally Supported Loans (SSL)</b>		<b>102,413</b>	<b>80,894</b>	<b>58,686</b>	<b>35,766</b>	<b>12,111</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>		
	<b>Externally Supported Loans (SSL)</b>		<b>123,263</b>	<b>102,413</b>	<b>80,894</b>	<b>58,686</b>	<b>35,766</b>	<b>12,111</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>		

# Scenario 1

## Summary Financial Health Indicator Calculator

Starting Year of Analysis 2022

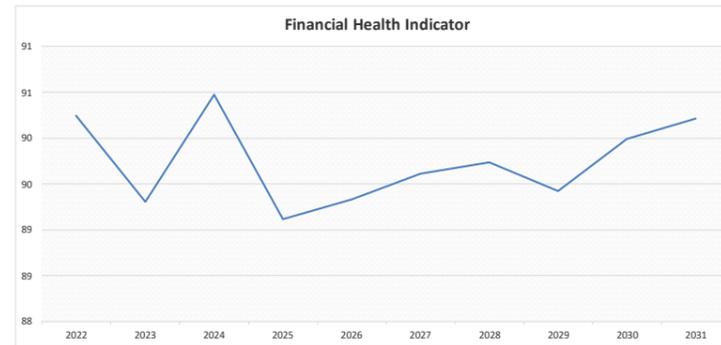
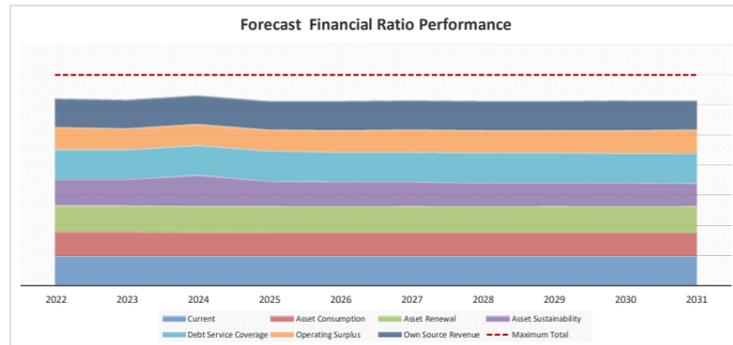
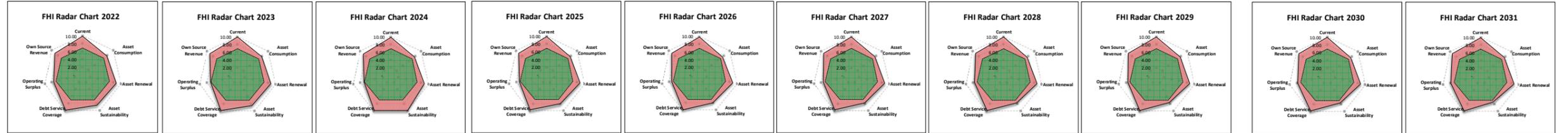
### Input Raw Ratios

Ratio Names	2022 Raw Ratios	2023 Raw Ratios	2024 Raw Ratios	2025 Raw Ratios	2026 Raw Ratios	2027 Raw Ratios	2028 Raw Ratios	2029 Raw Ratios	2030 Raw Ratios	2031 Raw Ratios
Current	1.87	1.99	2.19	2.37	2.56	2.77	2.78	3.28	3.58	3.93
Asset Consumption	0.58	0.58	0.57	0.57	0.56	0.57	0.56	0.57	0.56	0.57
Asset Renewal	0.97	0.97	0.97	0.97	0.97	0.97	0.97	0.97	0.97	0.97
Asset Sustainability	1.05	1.20	1.20	1.04	1.00	0.98	0.97	0.96	0.94	0.94
Debt Service Coverage	6.65	6.61	6.86	6.72	6.87	7.05	7.53	7.57	8.50	8.86
Operating Surplus	0.04	0.02	0.02	0.02	0.03	0.04	0.04	0.04	0.05	0.05
Own Source Revenue	0.75	0.76	0.76	0.77	0.78	0.78	0.79	0.79	0.80	0.81

### Standardised Scores (0 to 10)

Ratio Names	2022 Standardised Ratios	2023 Standardised Ratios	2024 Standardised Ratios	2025 Standardised Ratios	2026 Standardised Ratios	2027 Standardised Ratios	2028 Standardised Ratios	2029 Standardised Ratios	2030 Standardised Ratios	2031 Standardised Ratios
Current	10.00	10.00	10.00	10.00	10.00	10.00	10.00	10.00	10.00	10.00
Asset Consumption	7.96	7.96	7.84	7.84	7.72	7.84	7.84	7.84	7.72	7.84
Asset Renewal	8.89	8.89	8.89	8.89	8.89	8.89	8.89	8.89	8.89	8.89
Asset Sustainability	8.53	8.50	10.00	8.20	8.00	7.80	7.70	7.60	7.60	7.43
Debt Service Coverage	10.00	10.00	10.00	10.00	10.00	10.00	10.00	10.00	10.00	10.00
Operating Surplus	7.64	7.17	7.15	7.21	7.41	7.54	7.69	7.54	7.81	7.92
Own Source Revenue	9.10	9.16	9.16	9.22	9.28	9.28	9.34	9.34	9.40	9.46

Financial Health Indicator	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Financial Health Indicator	90	89	90	89	89	90	90	89	90	90



# Scenario 2

## Summary Financial Health Indicator Calculator

Starting Year of Analysis: 2022

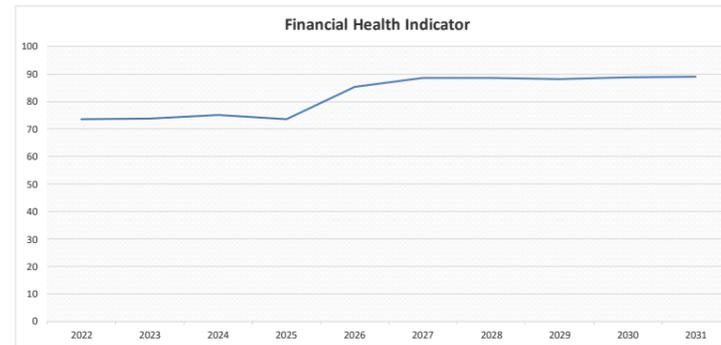
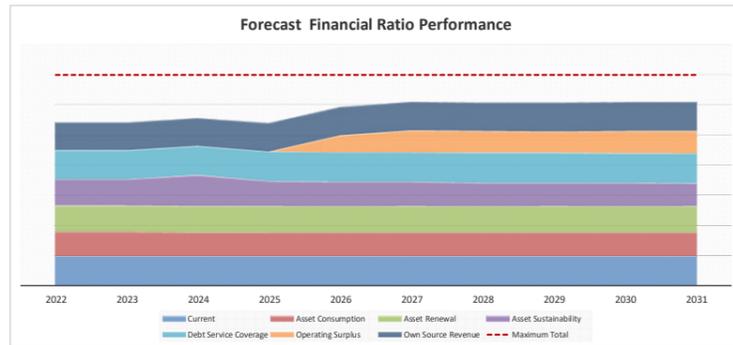
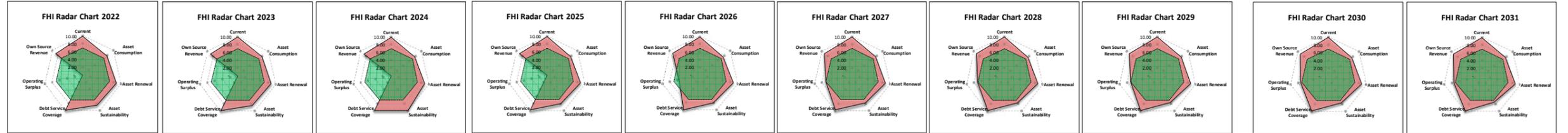
### Input Raw Ratios

Ratio Names	2022 Raw Ratios	2023 Raw Ratios	2024 Raw Ratios	2025 Raw Ratios	2026 Raw Ratios	2027 Raw Ratios	2028 Raw Ratios	2029 Raw Ratios	2030 Raw Ratios	2031 Raw Ratios
Current	1.69	1.64	1.69	1.74	1.82	1.90	1.98	2.13	2.29	2.42
Asset Consumption	0.58	0.58	0.57	0.57	0.56	0.57	0.56	0.57	0.56	0.57
Asset Renewal	0.97	0.97	0.97	0.97	0.97	0.97	0.97	0.97	0.97	0.97
Asset Sustainability	1.05	1.05	1.20	1.02	1.00	0.99	0.97	0.96	0.94	0.94
Debt Service Coverage	5.96	5.96	6.28	6.21	6.58	6.58	7.04	7.05	7.93	8.25
Operating Surplus	(0.03)	(0.01)	(0.01)	(0.00)	0.01	0.01	0.02	0.01	0.03	0.03
Own Source Revenue	0.72	0.74	0.74	0.75	0.78	0.77	0.77	0.77	0.78	0.79

### Standardised Scores (0 to 10)

Ratio Names	2022 Standardised Ratios	2023 Standardised Ratios	2024 Standardised Ratios	2025 Standardised Ratios	2026 Standardised Ratios	2027 Standardised Ratios	2028 Standardised Ratios	2029 Standardised Ratios	2030 Standardised Ratios	2031 Standardised Ratios
Current	10.00	10.00	10.00	10.00	10.00	10.00	10.00	10.00	10.00	10.00
Asset Consumption	7.96	7.96	7.84	7.84	7.72	7.84	7.84	7.84	7.72	7.84
Asset Renewal	8.89	8.89	8.89	8.89	8.89	8.89	8.89	8.89	8.89	8.89
Asset Sustainability	8.53	8.53	10.00	8.20	8.00	7.89	7.70	7.60	7.60	7.43
Debt Service Coverage	10.00	10.00	10.00	10.00	10.00	10.00	10.00	10.00	10.00	10.00
Operating Surplus	-	-	-	-	5.60	7.09	7.06	7.34	7.43	7.43
Own Source Revenue	8.92	9.04	9.04	9.10	9.16	9.22	9.22	9.22	9.28	9.34

Financial Health Indicator: 74, 74, 75, 74, 85, 89, 89, 88, 89



# Scenario 3

## Summary Financial Health Indicator Calculator

Starting Year of Analysis: 2022

### Input Raw Ratios

Ratio Names	2022 Raw Ratios	2023 Raw Ratios	2024 Raw Ratios	2025 Raw Ratios	2026 Raw Ratios	2027 Raw Ratios	2028 Raw Ratios	2029 Raw Ratios	2030 Raw Ratios	2031 Raw Ratios
Current	1.67	1.56	1.47	1.33	1.16	0.93	0.67	0.58	0.09	(0.43)
Asset Consumption	0.56	0.58	0.57	0.57	0.56	0.57	0.56	0.57	0.56	0.57
Asset Renewal	0.97	0.97	0.97	0.97	0.97	0.97	0.97	0.97	0.97	0.97
Asset Sustainability	1.10	1.10	1.24	1.07	1.05	1.03	1.02	1.00	1.00	0.99
Debt Service Coverage	6.16	5.99	6.06	5.90	5.63	5.79	6.05	5.96	6.43	5.54
Operating Surplus	(0.02)	(0.01)	(0.02)	(0.05)	(0.02)	(0.03)	(0.03)	(0.04)	(0.04)	(0.04)
Own Source Revenue	0.73	0.74	0.73	0.73	0.74	0.74	0.74	0.73	0.74	0.74

### Standardised Scores (0 to 10)

Ratio Names	2022 Standardised Ratios	2023 Standardised Ratios	2024 Standardised Ratios	2025 Standardised Ratios	2026 Standardised Ratios	2027 Standardised Ratios	2028 Standardised Ratios	2029 Standardised Ratios	2030 Standardised Ratios	2031 Standardised Ratios
Current	10.00	10.00	9.82	8.98	7.98	6.04	4.04	3.04	2.04	1.04
Asset Consumption	7.98	7.98	7.84	7.84	7.72	7.84	7.72	7.84	7.72	7.84
Asset Renewal	8.89	8.89	8.89	8.89	8.89	8.89	8.89	8.89	8.89	8.89
Asset Sustainability	9.03	9.03	10.00	8.70	8.50	8.30	8.20	8.00	8.00	7.95
Debt Service Coverage	10.00	10.00	10.00	10.00	10.00	10.00	10.00	10.00	10.00	10.00
Operating Surplus	-	-	-	-	-	-	-	-	-	-
Own Source Revenue	8.98	9.04	8.98	8.98	9.04	9.04	9.04	8.98	9.04	9.04

Financial Health Indicator: 74, 74, 75, 71, 69, 61, 49, 49, 49, 49

